

Thursday, 6 August



11:00 EDT - 13:00 EDT

Thursday, 6 August

PUBS

Meet the Editors (session 1)

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

Real-time Open

MEETING

LIVE - OPEN

Friday, 7 August



06:00 EDT - 08:00 EDT

Friday, 7 August

GDO

IM

Global Connections: GDO Broadening the AOM Experience for Emerging International Members (session 2)

Our broad goal is to connect and integrate emerging international members - scholars from emerging economies (e.g., South Africa, India) and other geographies where our GDO membership is underrepresented (e.g., Latin America, Eastern Europe, Middle East, Oceania). The GDO's Global Ambassadors will partner with AOM sister organizations to identify and recruit Management scholars around the world to take part in our PDW. Participants will be matched with mentors who will help them feel more integrated at the conference and more confident in their future AOM paper development efforts. Five panelists with connections to/in underrepresented/emerging economies will present ideas and facilitate roundtable discussion on overcoming outsider status at AOM and developing high-quality conference submissions. In alignment with AOM's four driving goals, our PDW aims to (1) connect and integrate members of the global management/organization community who might otherwise be overlooked at AOM, (2) enhance the diversity of the membership to which AOM provides indispensable value, (3) advance knowledge relevant to an even more diverse set of stakeholders/institutions around the world, and (4) enhance AOM's standing as a globally-led association. Key takeaways to participants of the PDW include stronger (1) connection to and integration within the GDO community, and (2) honing of paper development skills, making future AOM attendance more likely.

Real-time Open

PDW (WORKSHOP)

DIVERSITY

INTERNATIONAL

RESEARCH

THEME

LIVE - OPEN

AAT

What is the Point of the Practical Implications? (session 4)

This panel discussion addresses a core ideological dichotomy and barrier to the dissemination of actionable, relevant, influential, and helpful managerial advice arising from our research. On one hand, we lament the research-practice divide and provide practical implications sections in many of our articles, presumably because we hold that our work does have practical implications. Yet this practice is not universal. Many practical implications are poorly written, pro forma, and/or not actionable. On the other hand, organizational scientists do not universally endorse the importance of practical implications in academic articles. Bartunek and Rynes (2010) stated that there is another divide among scholars themselves in the extent to which they view practical implications from our research as necessary or indicated. The goal of this panel symposium is to gather senior scholars to discuss and debate the purpose of the practical implications sections of journal articles. Why do we write them at all if practitioners are not reading them? We will debate 5 potential viewpoints.

Real-time Presenter

PRACTICE

THEME

SYMPOSIUM

LIVE - PRESENTER

MSR

Broadening our In-sight by Developing Self-Awareness of Faculty and Future Business Leaders (session 5)

Self-awareness is vital for business leaders and faculty who are classroom and research leaders. Subtle and strong emotions arise in business and research settings, in classrooms, and in general in dialogue with others. However, as part of our work in academia or business we are expected to be rational; emotions are not acknowledged or addressed in meaningful ways. Further, faculty and business leaders' emotional states influence students' and employees' learning effectiveness and performance. Research tells us that leaders' emotions and self-awareness are important in relationships, motivation, learning, and performance, and are at the root of what we value and experience. Therefore, it behooves us as faculty and business leaders to learn how to work with our inner experience and emotions by developing our self-awareness individually and in group settings. This not only fosters enhanced learning, but also models positive leadership abilities to students who will become business and community leaders. The purpose and expected outcome of this PDW is to advance participants' skill in developing self-awareness and working with emotions. This is achieved by modelling behavior in a safe group setting, the collective assisting of participants in managing emotion-laden situations in academic life. Through demonstrations of vulnerability around our own emotional work, the panelists encourage participants to delve into an emotional space. Becoming more comfortable with feeling and discussing emotions is critical to the development of self-awareness. Developing this skill and modelling it in classrooms will influence students to apply it as leaders, thereby improving the lives of students now, with a trickle-down effect to the people that they will work with in their future organizations.

Real-time Open

TEACHING

PRACTICE

THEME

PDW (WORKSHOP)

LIVE - OPEN

OMT

OB

Session Full

Rise and Shine! How to Present Your Academic Research (session 6)

With this workshop, we continue our successful previous AOM PDW and draw attention to the importance of presenting academic research in the best possible way. In academia, presentations at conferences or during seminars are key to communicating one's work. Conference presentations are a great way to reach a large audience, and seminar presentations are often required when on the job market. Presentations are even more important in these unprecedented times, because they often are the only point of contact with potential employers. Yet presentation skills receive scant attention during PhD programs and academic careers in general. To address this gap, in this PDW we identify the best (and worst!) ways to present academic research by focusing on the content and design of academic presentations, as well as presenter skills. In addition, we will address the important role of the context, or setting, in which the presentation takes place, with special attention to the intricacies of presenting online. The presenters, who have ample experience in presenting their research in different settings and to different audiences (academic and practitioner conferences, workshops, companies, television, YouTube, radio), will shed new light on the art of presenting using illustrative data from a dedicated survey among academics. Workshop participants will gain an understanding of the important components of an academic presentation and will gain hands-on experience in applying their new knowledge. With this PDW, participants will broaden their sight and learn how to develop academic presentations that are tailored to their own discipline, preferred design style, and personal skills.

Real-time Open

LIVE - OPEN

PRACTICE

RESEARCH

TEACHING

THEME

PDW (WORKSHOP)

MSR

INDAM

Gandhi's Way in Greta's World: Ahimsa/Non-violence and Satyagraha/Truth for Swaraj/Self-determination (session 7)

Mahatma Gandhi inspired Dr. Martin Luther King, Nelson Mandela, and others who fought for justice and left a lasting legacy, in India and abroad. 150 years after he was born, his name remains synonymous with his values of non-violent civil disobedience for holding on to truth as a path towards self-determination. As the world faces unprecedented global challenges of ever widening political divisions, climate emergency, gross economic inequalities, and the youth are rising up in social movements in many countries, it is time to have a necessary conversation about the Gandhi Way. We propose that the Gandhi Way is the path of ahimsa (non-violence) and satyagraha (holding fast to truth) towards swaraj (self-determination), at individual and collective levels, with non-cooperation, if necessary. This workshop brings together a panel of speakers with pluralistic perspectives on Gandhi's values, so that through a participative public dialog we can assess their relevance today. Gandhi is both revered and despised enough to have been assassinated by a fellow Hindu. His values are reflected in the struggles of the oppressed worldwide. Are the youth movements an example of living the Gandhi Way? Greta Thunberg, Malala Yousefzai, Emma Gonzalez and Yolanda Renee King are making news for speaking their truth. They are inspiring others and facing violence for it, just like Gandhi did. What are the alternative ways for those struggling for justice to reclaim their right to self-determination?

Real-time Open

LIVE - OPEN

PRACTICE

INTERNATIONAL

THEME

PDW (WORKSHOP)

STR

Strategic Management Division (STR) Dissertation Consortium Part 1 (session 13)

The STR Division will sponsor the Dissertation Consortium during the pre-conference period of the 2020 Annual Meeting of the Academy of Management in Vancouver. The consortium is intended for PhD candidates who will be on the job market during the 2020-2021 academic year (i.e., for jobs beginning in Fall 2021). The main focus of the 2020 Dissertation Consortium will be on providing participating students with an opportunity to discuss their job market papers in small groups with distinguished faculty and peers. Catherine Magelssen (London Business School) and Luis Ballesteros (George Washington University) are the co-chairs for the 2020 Dissertation Consortium, and panelists include Theresa Cho (Seoul National University), Ilya Cuypers (Singapore Management University), Andrew Delios (National University of Singapore), JP Eggers (NYU), Javier Gimeno (INSEAD), Ha Hoang (ESSEC), Suresh Kotha (University of Washington), Elena Kulchina (NC State), and Dennis Yao (Harvard Business School).

Interested PhD candidates should apply by May 31st via the following website:
https://lbs.eu.qualtrics.com/jfe/form/SV_097Ly3cll8qb
 Session is by invitation only. The session organizer will provide the approval code for registration.

Real-time Open

TEACHING

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

STR

Strategic Management Division Doctoral Consortium 2020 Part 1 (session 14)

The Strategic Management Division will sponsor a Doctoral Consortium during the pre-conference period of the 2020 Annual Meeting of the Academy of Management. The objective of the Doctoral Consortium is to support students in their PhD programs. The Consortium will focus on providing participating students with opportunities to discuss their dissertation proposals in small groups with distinguished faculty and peers, and to learn about various academic and professional steps and tasks they will encounter in the senior years of their doctoral studies and thereafter. To qualify for the consortium, a candidate must be at the proposal stage of his or her dissertation. Application requirements will be announced on the STR listserv (February/March) and in the Spring STR Newsletter. By invitation only.

This session will be held offsite at Simon Fraser University's downtown campus. Registration information is posted in the STR Digest and Newsletter. For more information please contact John Joseph (johnj2@uci.edu) or Isin Guler (guler@unc.edu).

Real-time Open

TEACHING

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

OB

Leader-Member Exchange (LMX) Research Incubator PDW (session 456)

Leader-Member Exchange (LMX) has been studied for over 40 years in the Management literature, and scholars have repeatedly demonstrated its relevance and importance in the organizational context showing significant relationships with almost every leadership outcome variable (Gertsner & Day, 1997; Sin et al., 2009). Studies have been conducted across the globe and consistent results have been found, indicating its international importance (Dulebohn et al., 2012; Rockstuhl, Ang, & Shore, 2012). LMX is the 3rd most studied leadership model over the period from 2000-2013 (Dinh et al., 2014); however, the LMX literature is in need of a critical rejuvenation with regards to new directions for theory and research, lest this prolific research advancement stagnate. This PDW will provide a forum for scholars to discuss several promising areas of inquiry for future LMX research and perhaps develop collaborator relationships. The session will be focused around seven different LMX topic group discussion areas: LMX Theory, Foundations, & New Directions; Leader/Follower Congruence; LMX Development/Newcomer Adjustment; LMX Emotions; LMX Differentiation/Teams; LMX & Networks; and Culture/Diversity/International LMX Issues. Each table discussion will be led by a dyad of topic-specific LMX scholars. The session will begin with a 2-3 minute introduction of each discussion table theme. Participants are encouraged to bring their research ideas and research in progress, and ask questions related to their present research directions. Time is allotted to allow attendance at 4 of the seven tables.

This PDW will provide a forum for scholars to discuss several promising areas of inquiry for future LMX research and perhaps develop collaborator relationships. The session will be focused around seven different LMX topics: 1) LMX Theory, Foundations, & New Directions, Terri A. Scandura & Robert C Liden 2) Leader/Follower Congruence: HP Sin & Claudia C. Cogliser 3) LMX Development / Newcomer Adjustment: Jennifer D. Nahrgang & Talya Bauer 4) LMX Emotions: Herman Tse & Jeremy D. Meuser 5) LMX Differentiation/Teams: Smriti Anand & Prajya Vidarthi 6) LMX & Networks: Cecilé Emory & Kristin Cullen-Lester 7) Culture/Diversity/International LMX Issues. Thomas Rockstuhl & Lynn Shore In order to facilitate maximum feedback, we request that participants submit an extended abstract (650 words; 2 double spaced pages) of their idea to Jeremy D. Meuser (jmeuser@bus.olemiss.edu) by JULY15th. This should contain: 1) Reason/justification for the LMX related study. 2) What LMX phenomenon are you planning to explore? 3) Brief theoretical framework that tells the overall "story" of the LMX research/model, not individual hypotheses. 4) Formal hypotheses are not required. 5) A model diagram, if appropriate (does not count towards word limit). 6) References (do not count towards word limit). 7) Please indicate which of the table topics fit with your idea (maximum of 4), that is, which scholars with whom do you wish to speak?" Our panelists will then review these before the discussions to maximize the quality of discussions and feedback. Please contact the session organizer to obtain the approval code.

Asynchronous

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

IAM

ENT

Attaining work-life satisfaction and wellbeing while starting, running, or closing a business (session 451)

Asynchronous

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

CAR

HR

OB

Enhance Your Toolkit for Teaching Careers (session 8)

Real-time Open

PRACTICE

TEACHING

THEME

PDW (WORKSHOP)

LIVE - OPEN

AFAM

Diversity Management in Africa: A Cross-Cultural and Postcolonial Comparative Analysis of Diversity (session 446)

Asynchronous

THEME

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

HR

MED

Leadership and HR Analytics: How to Prepare Leaders and HR Professionals for the Future of Work (session 450)

The transformation and digitalization of human resources (HR) over the past three decades has enabled the emergence of HR analytics - the collection and analysis of workforce data to aid in strategic decision-making. In light of this digital transformation, the demand for professionals who can effectively conduct, perform, and interpret analytics has seen a dramatic increase in HR leading to the development of a new and distinct role within the HR function: the HR Analyst. Additionally, this digital transformation has several implications for organization and HR leaders such as power structures and approaches to decision-making change, and leaders need to be even more flexible, adapt to changes more quickly, and utilize HR Analytics for evidence-based, strategic decision-making, often working closely with HR Analysts. The objective of this PDW is to create a dialogue between HR researchers, educators, and practitioners by gaining insight into how researchers and educators can better address the HR analytics skills gap to equip HR professionals and leaders to successfully embed HR analytics for strategic decision-making in organizations.

Asynchronous

TEACHING

PRACTICE

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

Exploring the Research Frontier on Individual Responses to Organizational Change (session 9)

How individuals experience and respond to organizational change projects has been deemed as critical for successful change implementation. Research on this important topic has received substantial attention from scholars in various management disciplines over the last couple of decades. This PDW aims to bring leading 'micro-perspectives to organizational change' scholars together in a panel discussion to provide a critical view on the current state of the literature and ignite an active dialogue. This session also allows for meaningful connections to be forged between panelists and participants. In the first part of the workshop, the panelists present brief statements summarizing their perspective on the current state of the organizational change literature, followed by an interactive question-and-answer session. Drawing on the results of these discussions, we hope to derive suggestions for an agenda of continued integrative theory building and empirical research on organizational change. In the second part of this workshop, panelists and junior researchers will be grouped by theme to share feedback on selected research projects in roundtable-style discussions. Overall, this PDW aims to inspire a fruitful dialogue between scholars to push the boundaries of, and to broaden our sight on, organizational change research.

The workshop is designed to span 2 hours in total. The first hour will include panelist presentations on the topic along with a question and answer session. All are welcome for this portion. The second hour of the workshop will be open to pre-registrants, where panelists and researchers will be grouped by theme to share feedback on research projects in roundtable-style discussions. To apply and pre-register for the second part of the workshop, please submit extended abstracts of your work (4 pages max, excluding references) to Katerina Gonzalez (katerina.gonzalez@suffolk.edu) and Rouven Kanitz (kanitz@bwl.lmu.de) including: (1) relevance of topic, (2) theoretical foundation, (3) research

Perfect Review Responses Clarifying Editors' Visions and Requirements (session 458)

Many new researchers consider journal publishing an opaque environment, both strange and alienating, yet they need to understand it for their future career. This PDW offers an opportunity to understand the views of editors by enabling participants to work closely with them discussing both the reviewing process and actual reviews. It is designed to support doctoral candidates, early and mid-career researchers in turning a Revise and Resubmit (R&R) into a published article. The transformation of scholarly interest and research practice into a published article is an inherently complex process and a potential source of major stress for novice researchers. As well as the systems and protocols to be addressed when the researcher receives feedback on articles submitted for publication, there may be a tension between organizations - such as universities or publishing houses - and the individual, creating confusion. More than ever, university governance systems emphasize the need for researchers to submit to top ranking journals early in their careers and, predictably, they receive reviews critical of their work. When they are invited to undertake a R&R, the potential challenge is to understand the tacit knowledge of the publishing world. Preparing an appropriate review response for editors requires careful balancing of both the feedback received and an understanding of the nature of the review process. In small groups of no more than eight persons, editors from a range of peer-reviewed journals will discuss specific examples of reviews and more general issues of peer review governance.

If you are planning to register to take part in the PDW, submission #11444 titled "Perfect Review Responses Clarifying Editors' Visions and Requirements" at the 2020 Academy of Management Meeting, please remember you will need to bring a paper with you that has either been rejected (with reviews not desk reject) or is a major revise and resubmit so that you can talk about this at the session. We look forward to seeing you in

question/hypotheses, (4) (proposed) methods, (5) (if applicable) results, (6) theoretical and practical implications, and (7) a brief description of current challenges the author(s) face.

Real-time Open

LIVE - OPEN RESEARCH THEME INTERNATIONAL PDW (WORKSHOP)

Vancouver. If you have any questions please email Deborah Blackman at d.blackman@adfa.edu.au

Asynchronous

PRACTICE THEME RESEARCH PDW (WORKSHOP) ASYNCHRONOUS

RM

OB

HR

CAR

HCM

Classifying Work-Related Life Events from Tweets: A Hands-on Tutorial and an Interactive Discussion (session 461)

New methods for extracting, processing, and analyzing social media data (e.g., machine learning techniques) have been developed in computer science, especially natural language processing, and related fields. Management research - particularly research on work and career-related events that can significantly impact productivity and well-being of workers and organizations - can take advantage of these new methods. The primary goal of this PDW is to provide a hands-on tutorial on techniques for extracting and classifying work-related life events (e.g. injury and job loss) from Tweets. These techniques are generalizable to other types of social media data. This PDW also aims to engage the audience and speakers from multiple divisions and disciplines in an interactive discussion about methodological issues related to using social media data in research. First, we will provide an overview of management research working with social media data and describe the features of social media data. We then describe a general pipeline of working with Twitter data, starting from accessing raw data to classifying work-related life events from filtered Tweets by applying machine learning techniques. Throughout the workshop, we will share relevant codes to the audience and provide a demonstration of the key steps in the pipeline, all in a user-friendly way that does not require any pre-work before the workshop. In the second part of the workshop, we will have an interactive discussion with the audience on methodological issues related to working with social media data in multiple areas of research and practice, as well as collaborating across multiple disciplines.

Asynchronous

TEACHING PRACTICE THEME RESEARCH PDW (WORKSHOP) ASYNCHRONOUS

CAR

INDAM

Career 4.0: Re-Imagining the MBA Curriculum (session 447)

Asynchronous

TEACHING

PRACTICE

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

CMS

OMT

SAP

Session Full

New Ways of Seeing Theory (session 3)

Over the past years, we have witnessed a growing crisis of confidence in the standard model of theorizing through propositions and hypotheses (“if, then” clauses), and the degree to which this model can by itself conceptually capture the complexity and dynamics of managerial and organizational phenomena (Alvesson, Gabriel and Paulsen, 2017; Delbridge & Fiss, 2013). The crux of this crisis relates to the dominance of this style of theorizing across theoretical and empirical work in our field, and indeed across quantitative and qualitative studies alike (Bluhm et al., 2011; Cornelissen, 2017). Critics highlight not only the rote and oftentimes blind adoption of the model (Kilduff, 2006; Cornelissen, 2017) but also point to some of its inherent weaknesses such as the ‘general linear reality’ (Abbott, 1988) that it presupposes and the correlational ‘net-effects thinking’ (Ragins, 2008) that lies at its core. As a way of theorizing, it often falls prey to a fallacy of reasoning by consequences (Elster, 2015) and of following a rather linear and deterministic model that projects a strong form of intentionality, force and agency onto “root” causes (whether human or otherwise) that offers little room for change, chance or circumstance. The result, in the eyes of many, is a rather ‘stale’ body of knowledge (e.g., Alvesson & Sandberg, 2013) that has led “to a relatively (and inappropriately) homogeneous management research field and an impoverished understanding of our phenomena of interest” (Delbridge & Fiss, 2013, p. 329). Based on these criticisms, we have also seen a flurry of suggestions towards alternative ways of theorizing. Some of these approaches start conceptually and suggest a different way of conceiving of the operational ‘units’ of theory – away from variance-based propositions or hypotheses to a consideration of events or processes (Cloutier & Langley, 2020). Yet others suggest turning our gaze to the meta-assumptions underpinning a theory and propose a form of theorizing that through

problematization and critique prods the field into new ways of conceptualizing and understanding organizations and management (Alvesson & Sandberg, 2013). And again others suggest that the solution lies in considering a different notion of causality than the traditional deterministic 'nuts and bolts' of a regression or formal proposition, proposing instead a focus on broader 'mechanisms' (Davis & Marquis, 2005) or on a 'conjunction' of causes (Fiss, 2011) where the presence of many interacting parts collectively bring forth an effect. Despite these developments, and the continued criticism of the standard model, the classic canon of how we theorize (Whetten, 1989) still persists to this day. For example, despite continued suggestions by AMR editors not to equate theory building with the stating of formal propositions (Kilduff, 2006; Delbridge & Fiss, 2013), the model continues to be the basis of over 80% percent of the papers published in AMR each year (Cornelissen, 2017). In other words, the traditional model seems to have a continuing hold over our practices, and particularly over the ways in which we think about theory and about legitimate theoretical contributions. In this PDW, we aim to raise awareness of viable alternative forms of theorizing, but we aim to do so in ways that give real practical insights and advice on such alternative forms. The reason for this is that we believe that participants will be best served by more practical, hands-on practical insights on the conventions and best practices associated with a particular mode of theorizing besides spotlighting the existence of these modes (as published work has already done). In other words, we want to make the session as practical as possible; so that besides raising awareness of alternative legitimate forms of theorizing, we also give colleagues practical tips as well as the confidence to theorize and write in a different idiom.

Real-time Open

INTERNATIONAL

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

GDO

HR

Equity Issues in Hospitality and Tourism (H&T) – Exploring (in)Equalities (session 449)

MED

Management Education and Learning Writers Workshop (session 453)

Asynchronous

The hospitality and tourism (H&T) industry (including airlines, hotels, resorts, cruise ships, restaurants, etc.) is the mainstay of many economies. According to the latest UNWTO World Tourism Barometer in 2018, international tourist arrivals grew by 6% to 1.4 billion worldwide, churning \$1.7 trillion in tourism receipts (UNWTO 2019a, b). The H&T sector is a major source of employment, though the proportion of part-time, temporary, or seasonal work and self-employment is generally higher than in the overall economy (ILO 2014, 2017). Very often the work requires little or no formal training and involves precarious working conditions, such as low wages, long and disagreeable working times, high work pressure, etc. (EU 2004; ILO, 2014). The H&T industry attracts mainly young people, migrants, and women, the latter even representing 60 – 70 % of the global H&T workforce (ILO 2014, 2017). This employment situation could foster social inequalities across multiple dimensions. This PDW aims to raise an awareness for the (in)equities faced by workers in H&T, such as gender, race, and class issues, and to discuss ways to address them. The experts (panelists and organizers) will present their views and raise topics to generate discussions and advance research on: (1) H&T, and the impact of global capitalism and transnational service work, (2) H&T, and intersections of gender and/or body related inequalities, (3) Luxury H&T, and experiences of inequalities, and (4) research methods and approaches to inequalities in H&T.

Asynchronous

INTERNATIONAL RESEARCH DIVERSITY PDW (WORKSHOP)
 ASYNCHRONOUS

TEACHING RESEARCH PDW (WORKSHOP) ASYNCHRONOUS

OSCM

OSCM Joint Doctoral Student & Junior Faculty Consortium (Part 1) (session 11)

The primary focus of the consortium involves an intensive research incubator session for doctoral students and junior faculty. Doctoral students are asked to give a short (15 minute) presentation about their research proposal to a panel of senior and junior faculty who then provide feedback and guidance on each proposal. Subsequently, the junior faculty will have an opportunity to present their research programs describing how they are

PNP

MC

Boundary-Spanning Leadership and Power in Public Sector Organizations (session 459)

The phenomenon of boundary-spanning leadership and power in public sector organizations is the topic for the present workshop. The workshop takes its starting point in an interdisciplinary Scandinavian research project of how (power) processes can promote or hinder boundary-spanning leadership in public sector organizations. This research project has, among other things, highlighted the ways in which the boundary-spanning leadership can be

extending their dissertation research and/or starting new research streams. The doctoral students are expected to ask questions and learn about building a research identity. In addition to the research incubator session, several panel sessions will further elaborate on publishing and the development of research streams. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

Real-time Open

LIVE - OPEN RESEARCH THEME DIVERSITY INTERNATIONAL
PDW (WORKSHOP)

related to establishing a shared pool of actions, knowledge, communication, trust, and identity in the organization. Furthermore, the research project stresses the fact that analysis of boundary-spanning leadership and power relations is an essential, significant, and critical tool in questioning different forms of management in public sector organizations. The workshop focuses on how to identify and analyze boundary-spanning leadership processes and how they affect the organization's ability to create inter-organizational outcomes. The aim of the workshop is to investigate, elucidate, and discuss management across organizational units. The general interest in this workshop and the study of boundary-spanning leadership and power in public organizations is related to perspectives concerning the extent to which the quality of boundary-spanning activities has significant spillover effects on the organization's productivity, job satisfaction, and efficiency. The working method will be an interaction between interactive discussions, dialogue, reflection, and presentations.

Asynchronous

PRACTICE THEME RESEARCH PDW (WORKSHOP) ASYNCHRONOUS

MC

MC Executive Committee Meeting Part 1 (session 452)

Asynchronous

MEETING

ASYNCHRONOUS

ONE

Paths Towards Sustainability (session 10)

Agri-Food and Planetary Stewardship: A Cosmopolitan Lens

Designated as a "Best Paper" for ONE

Author: **Jose M. Manuel Alcaraz**; Berlin School of
Business and InnovationAuthor: **Francisco Tirado**; U. Autonoma De
BarcelonaAuthor: **Anna Gálvez**; U. Oberta de Catalunya

Embracing a planetary 'geographical imagination', the scholarly tradition of Cosmopolitanism (illustrated by the old saying, 'I am a citizen of the world') offers important insights to analyze the ethical, political and global sustainability efforts of multinational corporations (MNCs). In this conceptual paper, we develop a three-dimensional Cosmopolitan framework centered on agriculture, the sector with the highest planetary environmental impact. The framework examines and advances key issues on private agri-food environmental governance through a planetary stewardship lens. It highlights cultural and ethical aspects; outlines an expanded understanding of responsibility that rests on materiality and causality chains; and offers several tenets for MNCs' involvement with multi-engagement environmental governance. Our work advances existing discussions around Cosmopolitanism and the normative implications of considering multinational corporations as political actors. It contributes to both the literature on private agri-food environmental governance, and to the nascent body of work on corporate sustainability addressing the stewardship of the planetary boundaries.

[view paper \(if available\)](#)

Towards a Scientific Approach to Sustainability: The Overconsumption Theory of the Firm

ONE Division Best Paper Award

Designated as a "Best Paper" for ONE

Author: **Kunjika Prasai**; Aix-Marseille U., IAE –

CERGAM

Author: **Emmanuelle Reynaud**; Aix Marseille U., IAE-CERGAM

The literature on corporate sustainability continues to grow but subsists to be an aspect of dilemma difficult to navigate. Improvement and understanding of consumption dynamics within organizations cannot be burdened with neglect when high levels of consumption is a dominant root to our environmental problems. As a restarting point to this deeply lost firm-environment relationship, we take a cognitive approach in this article to apply the consumption lens into the business perspective. We perform a rigorous integration of the particularly interrelated attention-based view, sensemaking and the ethical decision-making process for an organizational model of consumption to explain the overconsumption theory of the firm. Our findings provide an original scientific approach to estimate sustainability. By inspiring how we can truly embrace well-rounded corporate sustainability, our novel quantification provides guidance not just at the business level but also at the individual, governmental, societal and the global level at large.

[view paper \(if available\)](#)

Towards Degrowth-Conform Organizational Models: Framework Development and Application

Designated as a "Best Paper" for ONE

Author: **Stephan Hankammer**; Alanus U. of Arts and Social Sciences

Author: **Robin Kleer**; Vlerick Business School

Author: **Lena Mühl**; Institute for Technology and Innovation Management at RWTH Aachen

Author: **Johannes Euler**; Alanus U. of Arts and Social Sciences

Economic growth is predominantly seen as a central economic and political goal. Recently, this view has been increasingly criticized and the idea of sustainable degrowth emerged as an alternative paradigm in order to ensure human wellbeing within planetary boundaries. As business activity is a key driving force behind economic growth, the role of corporate organizations in a transition towards a post-growth society is a particularly challenging

question. It is for instance still unclear how business models for degrowth- conform organizations could look like. In order to address this research gap, our study aims to elaborate the role and design of organizations and their respective business models within the degrowth context. In this exploratory work, we use a two-step approach: Firstly, based on a systematic literature review we provide an overview on business-oriented findings in the degrowth literature. Based on this, we derive elements for a conceptual framework development to consolidate fragmented findings within the degrowth discourse. The resulting framework serves to describe principles for the design of degrowth-conform organizations. Subsequently, we conduct interviews with three CEOs of certified Benefit Corporations (B Corps) and an in-depth case study with four interviewees with a prime example of a B Corp: Dr. Bronner's. Overall, our findings show that B Corps to some extent successfully implement numerous degrowth- conform elements within our current economic system. However, tensions regarding growth-orientation remain, and further need for research regarding the role and design of organizations for degrowth is identified.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

SIM

SIM Doctoral Consortium I (session 12)

This professional development workshop (PDW) aims to inspire and inform doctoral students about elements leading to success in their scholarship, teaching, service, and lives as academics, especially in the area of Social Issues in Management (SIM). We anticipate considerable faculty involvement beginning with a SIM Division Welcome on Thursday evening, August 6th, and finishing with a wrap-up in the afternoon on Friday, August 7th. Numerous distinguished scholars in the SIM division will share their knowledge, participate in panel debates, and engage with students. In addition, junior faculty will share their recent experiences with their fruitful dissertation process, job market, and mastering teaching. The PDW is designed to be informative and interactive, including breakout sessions matching students and faculty by interests. In addition, we will help the doctoral students interact to create a next generation of the SIM community. In general, participating students will develop a 'survival toolkit' for their doctoral program and early professional career. Participation is limited to students who apply and are accepted prior to July 2020.

Attendance of the SIM doctoral consortium is by application only. Applications are due by June 15, 2020 to SIMDocCon2020@gmail.com. Please contact the session organizer to obtain the approval code.

Real-time Open

PRACTICE

RESEARCH

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

ONE

Organizations and the Natural Environment Doctoral Consortium Part 1 (session 16)

The ONE Doctoral Consortium aims to offer a networking, learning, and research reflection opportunity to doctoral students engaged in organizations and the natural environment (ONE) research. In addition to doctoral students with a primary interest in environmental research, this doctoral consortium is designed for doctoral students whose focus research area is outside of ONE but who also focus on environmental issues in their work. A maximum number of 24 doctoral students will be selected based on their research quality and representation of a diversity of academic institutions, geographic interests, and research topics. The aim of the doctoral consortium is to provide doctoral students the opportunity to have faculty members reflect on their work, to integrate them in international research networks, and to create new networks of their own. The consortium will be cross-disciplinary and open to different theoretical perspectives and the faculty members involved come from different cultural and research backgrounds. The format of the doctoral consortium is informal and open, but doctoral students will come well-prepared to optimize the interaction with other doctoral students and faculty. The format will be a combination of dynamic sessions with the group as a whole as well as small roundtable sessions to ensure that doctoral students are able to get profound advice, learn about the work of others, and get to know each other. In this way, doctoral students will get to know and engage in dialogue with senior and junior ONE faculty from various parts of the world who will share their knowledge and experiences from their research, teaching, and careers.

The Organizations and the Natural Environment Doctoral Consortium is strictly invitation only and limited spaces are available. Doctoral students wishing to attend may contact the organizers Steve Kennedy skennedy@rsm.nl and Sara Soderstrom capasb@umich.edu for the approval code.

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

ODC

ODC Board Planning Meeting (session 15)

Real-time Open

MEETING

LIVE - OPEN

SAP

SAP Early-Career Program: & Welcome & Introduction (session 17)

Real-time Open

LIVE - OPEN

MEETING

OB

Organizational Behavior Doctoral Student Consortium 2020 Part 1 (session 19)

The Organizational Behavior Doctoral Consortium is held annually and designed for doctoral students who are in the final stages of their programs. The consortium includes a mix of presentations, discussions, and interactive sessions designed to help doctoral students navigate the job market and launch them into their academic careers. The consortium will begin on Friday afternoon (4:00-7:00 pm) and will continue on Saturday (8:00 am - 1:00 pm; student participants must attend both days). The program will include faculty presentations and roundtable sessions on topics such as crafting the right academic job, succeeding at research and publishing, and preparing for effective teaching, as well as other related topics. Approximately 40 faculty members have volunteered to present or serve as roundtable hosts for this session. Students who want to attend the consortium must be nominated by their programs and endorsed by their advisors. Only one student can be nominated from each program at a respective institution.

Real-time Open

LIVE - OPEN

RESEARCH

TEACHING

PDW (WORKSHOP)

TIM

TIM Junior Faculty Consortium - Friday (session 24)

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

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

INTERNATIONAL

RESEARCH

TEACHING

PUBS

Holding the Door Open: An AMJ Networking Workshop for Women (session 21)

Current and former female editors of Academy of Management Journal invite female doctoral students and faculty (as well as those identifying as women and non-CIS gendered) to attend an advice and networking session. The program includes short presentations by current/former editors reflecting about their "path to power," as well as advice about high quality reviewing and obtaining editorial board memberships. We conclude with an hour long speed-networking session.

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

OMT

SIM

A Research Agenda for Business and Human Rights: Exploring Synergies with Other Disciplines (session 23)

We firmly believe that Business and Human Rights should be an integral part of studies on business and society, combining research areas such as business ethics, CSR, political science and/or international business with business and human rights. Drawing from other disciplines, possible research questions include how firms can respond to human rights challenges, how they can influence policy-making with respect to human rights concerns, or if and how firms can integrate BHR with 'regular' CSR activities, also in an international context. In order to address the overall question of how to break down barriers to launch BHR into mainstream management research and speak directly to the conference theme of "Broadening our Sights," we have invited a group of experts with different perspectives and from diverse disciplines to discuss how their work can inform the BHR research agenda. This interactive PDW intends to spark debate on an important yet understudied theme in management research, aspiring to attract a diversity of participants.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

INTERNATIONAL

RESEARCH

THEME

ENT

ENT Doctoral Consortium (session 18)

Real-time Open

LIVE - OPEN

RESEARCH

TEACHING

PDW (WORKSHOP)

INDAM

Is Digitization 'actually' leading to inclusivity? Industry-Academia Perspective on digital divide (session 463)

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

MC

Broadening our Sight Through Agility: Strategies and Considerations (session 464)

The world in which businesses operate today is changing more rapidly than ever before, often shifting in an instant. Organizations are realizing they need to become more adaptable while still remaining strategic; leaders and OD practitioners have been searching for methodologies to allow them to survive and thrive. For this AOM PDW panel, Agility is one such methodology we must explore to remain organizationally strategic. Agility is an organization design capability "that can sense the need for change from both internal and external sources, carry out those changes routinely, and sustain above-average performance" (Worley & Lawler, 2010). This PDW session is in alignment with the 2020 AOM theme of "Broadening our Sight." Broadening our sights in this PDW session by exploring Agile may create synergies, increased value-added, and positive results for individuals, organizations, society, and the field of management and organizations. In this session, five experts in management consulting and organizational change (OD) provide five unique perspectives on Agile knowledge and applications. These five different perspectives include presentations on a) U.S. Military; b) Information Technology; c) Church Leadership Succession; d) Higher Education Institutional Change; and e) Agile's origins in Organization Design. There are three elements to this PDW session. First, the introduction of the presenters and each of their unique topics is provided; second, the presentation by each panelist provides a unique approach and/or application of Agile; and third is the rich discussion and dialogue with the audience, totaling 120 minutes.

Asynchronous

TEACHING

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OB

OB Division Junior Faculty Workshop: Overcoming Pitfalls and Pandemics (session

20)

The Organizational Behavior (OB) Junior Faculty Workshop is designed for faculty members who consider themselves junior (e.g., are untenured or within the first 4-5 years of an academic position). The goal of the workshop is to provide a forum for junior faculty members to gain career advice from senior Faculty Fellows (many of whom are editors and/or editorial board members at top journals) about how to navigate career-related challenges during the COVID-19 pandemic and more generally. The panel of Faculty Fellows will share their tips and respond to questions from junior faculty participants.

Real-time Open

LIVE - OPEN

RESEARCH

TEACHING

PDW (WORKSHOP)

09:00 EDT - 10:00 EDT

Friday, 7 August

OMT

SAP

International Early Academic Careers: Authentic Networking and Relationship Building (session 22)

This Professional Development Workshop (PDW) will focus on the importance of authentic networking and relationship building for early career academics working in an international context. It is tailored to PhD students and early career scholars in the Strategizing Activities and Practices (SAP) Interest Group and is designed to be part of the SAP Doctoral & Early Career Program 2020. The first part of the PDW is a facilitated panel discussion between six experts with a range of experience, including early to mid-career academics and leading researchers from the SAP and qualitative research community. The focus of the panel discussion is to share advice and experiences around how to network authentically and the sort of relationships you need to build as you develop your early academic career. In part two, participants will attend two pre-arranged roundtables which will provide an opportunity to delve more deeply into specific questions and for participants to share their own insights. Participants will be asked in advance about their specific areas of interest and level of experience and we will use this to allocate attendees to roundtables. In Round 1, we will group people with similar experience and topic interests; for example, those wanting to focus on the concept of "authentic" networking, or on networking for publication. In Round 2 we will mix people with a broader range of experience and interests. We will end the workshop with feedback from the roundtable discussions.

Real-time Presenter

LIVE - PRESENTER

PDW (WORKSHOP)

INTERNATIONAL

IM

OB

Can We Do It, Yes We Can: Strategies for Non-US Scholars to Succeed in the US Jobs Market (session 25)

Many management scholars from outside of the US are interested in working in American business schools. Despite this interest, many non-US candidates in the job market lack information on how to best navigate this competitive jobs market and obtain commensurate employment. This PDW is designed for both young and mid-career OB scholars who would like more information on seeking and obtaining employment at US business schools. It will bring together panelists currently working at schools in the US, who were trained overseas, and faculty who have been involved in recruiting scholars from outside the US. By hearing from each side, participants will be able to hear different perspectives from both those seeking employment in the US as well as from those on the hiring side for US institutions. The panel will highlight strategies for applying for and obtaining employment in the US, identify the key challenges faced by non-US scholars in the job search, application and interview process, and reflect on the tacit knowledge gained from their own experience. Topics for discussion include: What does the job search, application and selection process look like? What types of business schools are there in the US and how do different schools evaluate non-US candidates on the jobs market? What are key challenges faced by candidates in adapting to the national culture and university system? The PDW includes individual presentations by panelists, roundtable discussions focusing on strategies for job candidates at different stages in their careers, and a closing Q&A.

Real-time Open

INTERNATIONAL

PRACTICE

THEME

PDW (WORKSHOP)

LIVE - OPEN

OSCM

OSCM Doctoral Student & Junior Faculty Consortium (Part 2) (session 26)

The primary focus of the consortium involves an intensive research incubator session for doctoral students and junior faculty. Doctoral students are asked to give a short (15 minute) presentation about their research proposal to a panel of senior and junior faculty who then provide feedback and guidance on each proposal. Subsequently, the junior faculty will have an opportunity to present their research programs describing how they are extending their dissertation research and/or starting new research streams. The doctoral students are expected to ask questions and learn about building a research identity. In addition to the research incubator session, several panel sessions will further elaborate on publishing and the development of research streams. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

Real-time Open

LIVE - OPEN

RESEARCH

THEME

DIVERSITY

INTERNATIONAL

PDW (WORKSHOP)

SIM

SIM Doctoral Consortium II (session 27)

This professional development workshop (PDW) aims to inspire and inform doctoral students about elements leading to success in their scholarship, teaching, service, and lives as academics, especially in the area of Social Issues in Management (SIM). We anticipate considerable faculty involvement beginning with a SIM Division Welcome on Thursday evening, August 6th, and finishing with a wrap-up in the afternoon on Friday, August 7th. Numerous distinguished scholars in the SIM division will share their knowledge, participate in panel debates, and engage with students. In addition, junior faculty will share their recent experiences with their fruitful dissertation process, job market, and mastering teaching. The PDW is designed to be informative and interactive, including breakout sessions matching students and faculty by interests. In addition, we will help the doctoral students interact to create a next generation of the SIM community. In general, participating students will develop a 'survival toolkit' for their doctoral program and early professional career. Participation is limited to students who apply and are accepted prior to July 2020.

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

CAR

IM

OMT

Preparing to Become a Global Faculty (session 465)

The demand for faculty is global and business schools draw their faculty from multiple countries. Despite the global demand, the expectations criteria for career advancement is complex and divergent. The opaqueness of expectations is potentially a deterrent to new PhDs and early-career academics as well as experienced academics wishing to move from one country to another or across types of institutions. Visa and work permit regulations differ across countries and they hinder the mobility of academics across countries. Such barriers are detrimental to developing effective diverse faculty for enriching students' experience and research plurality. The aim of this PDW is to offer a broad perspective of expectations from a selection of countries with large business and management education offerings in English – that is Australia / New Zealand, Brazil, Canada, China, India, Singapore, France, Germany, Netherlands, Belgium, UK and USA. Moreover, the PDW aims to offer perspective on how to successfully manage academic careers across institutions.

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

PDW (WORKSHOP)

ASYNCHRONOUS

NDSC

New Doctoral Student Consortium (NDSC):Day 1 (session 29)

A mini-conference within the AOM conference, the New Doctoral Student Consortium (NDSC) is one of the longest running and most well-attended pre-conference activities. The NDSC's central mission is to provide a professional development outlet for doctoral students entering the first or second year of a doctoral program, as well as those considering entering a doctoral program. This year's virtual NDSC will allow participants to connect with fellow doctoral students and to learn from experienced scholars on topics such as succeeding in a doctoral program, publishing research, and managing an academic career. The NDSC is committed to facilitating doctoral students' initial experience with, and further integration into, the Academy of Management and the academic community at large. This year, the NDSC will run across three days/sessions: •Friday, August 7th: 10:00am-12:00 (noon) EST Session ID# 19680 •Saturday, August 8th: 10:00am-12:00 (noon) EST Session ID# 23347 •Sunday, August 9th :10:00am-12:00 (noon) EST Session ID# 23348

Pre-registration is required for this workshop as space is limited to 110 participants. The deadline to register online is July 30th, 2020. Participants only need to register once but must commit to participate on all 3 days. To register online, please visit:

https://docs.google.com/forms/d/e/1FAIpQLScdKVoj2gO1f73M7TZ3kkXqvFSrjEw/viewform?usp=sf_link
Registered participants will receive a confirmation e-mail with further information on the virtual sessions. In case of any questions, please reach out to us on aom.ndsc2020@gmail.com.

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

CAR

GDO

Sexual Orientation & Leadership Constraints & Vehicles for Aspiring LGB Leaders (session 28)

Stigma and marginalization are considered as relevant for the enactment of leadership (Fassinger et al., 2010) and may hinder LGB workers from pursuing a career in leadership. Yet despite a growth of scholarly interest in LGB issues in recent years (McFadden, 2015; Köllen, 2016; Webster et al., 2017), research on LGB issues in the context of leadership is scarce (Salter & Libermann, 2016; Fassinger et al., 2010). Fassinger and colleagues (2010) point out that the negative effects of stigmatization and marginalization of LGB leaders are likely experienced at all levels of leadership career development. Accordingly, LGB individuals may experience low self-efficacy with regard to assuming leadership roles, be denied as leaders within certain occupational fields due to discrimination as well as the influence of self-selection, experience having their achievements devalued, and be perceived as ineffective even if successful. Research about these four issues is scarce or even non-existent. The final point about perceptions received recent empirical scholarly attention by Salter and Libermann (2016), who analyzed the influence of sexual orientation and gender on the perceptions of effective leadership characteristics. The PDW aims to broaden our sight regarding diversity and inclusion in leadership development. Three dedicated table discussions led by experts in the field will shed light on individual and organizational factors that drive or hinder LGB people's career in leadership. Discussions focus on themes such as (1) Individual perception and behavior regarding leadership, (2) organizational constraints regarding LGB leadership development, and (3) groups and networks as vehicles for aspiring LGB leaders.

If you have any questions about the PDW or in the meantime want to begin an exchange of ideas, you can reach out to Georg Tamm on georg.tamm@unimelb.edu.au

MC
ODC

From Founders to the Future: A 20/20 Look at Organization Development (session 31)

In the mid-2000s, scholars were concerned that organization development may have become a dying field. Since then, others have studied a number of developments associated with OD, including discourse analysis, agility, coaching, appreciative inquiry, complexity theory, and dialogic OD, to name a few that surfaced in the late 2000s and 2010s. The emergence of these practices created for practitioners a tension between the legacy of the founders of OD focused on interpersonal relationships, groups and teams, and internal organization relationships, and the requests of clients for assistance in these new areas. Further, practices once part of OD work, such as organization design, coaching, project management, and change management, became the purview of other professionals. Last, the role of human resource professionals was changing from transactional to more strategic engagements in organizations that at times closely resembled OD work. Both the extension of practices within the field of OD and the wide array of historic OD work now performed by HR and other professionals led to a sense of fragmentation in the OD field. This PDW presents the results of work by OD scholars and professionals during the Founders to the Future Project to both honor the past and recommend a coherent future for the field of OD. In an interactive setting, participants will provide feedback on reports in four areas provided to registrants prior to the conference: vision for the OD field, values for the future, competencies that will be needed, and a dynamic definition of OD.

Real-time Open

LIVE - OPEN

PRACTICE

THEME

PDW (WORKSHOP)

Real-time Open

LIVE - OPEN

PRACTICE

DIVERSITY

INTERNATIONAL

RESEARCH

THEME

PDW (WORKSHOP)

OCIS

OCIS Junior Faculty Consortium (session 30)

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

RESEARCH

IM

MED

OB

HR

Teaching Global Leadership: Exercises, Curriculum Development, and Best Practices (session 466)

Even as anti-globalization sentiment rises, organizations continue to operate and expand to multiple countries, requiring employees to work across geographic, cultural, linguistic, and institutional boundaries. Global leadership skills are vital for working effectively in such contexts, yet the shortage of global leaders has been well documented from the mid-1990s to the present, and few business schools have courses or programs on global leadership. The purpose of this PDW is to share valuable teaching knowledge from highly experienced global leadership professors and practitioners who have taught courses and developed programs on global leadership. This highly interactive PDW is designed to provide participants with several benefits, including: 1) an up-to-date summary of research and best practices for developing global leaders, 2) roundtable discussions (with handouts) of teaching tools, exercises, and curricular considerations in developing modules, courses, and programs on global leadership, 3) a forum for participants to discuss their own ideas and concerns related to applying best practices in their own settings, and 4) the option to become part of an online global leadership network. Participants will leave this workshop with practical information on best practices along with a variety of different approaches and exercises for teaching global leadership, as well as network of individuals passionate about improving global leadership skills.

Asynchronous

TEACHING

INTERNATIONAL

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

RM

MED

OB

OMT

Next Stop – Nerd Central: How to Get on the Research Methods Train (session 470)

This workshop is for people who are interested in writing about methods but don't know where to start. The first part of the PDW features a panel discussion from experienced methodologists. As part of the registration process, participants will be asked to provide a brief reflection on what kind of help they believe they need to write methods papers and perhaps become methodologists. These responses will be used to identify common issues and concerns that will be addressed by panelists. Possible topics may include active problem solving to address difficulties that arise in the writing, but may also cover advice for publishing, career planning, and teaching methods. Part 2 is a paper development workshop, along with informal roundtable conversations focused on aspects of writing and publishing methods articles. Those interested in Part 2 are encouraged to submit an abstract (not to exceed 300 words) describing an idea for a methods paper. Participants who submit an abstract will be paired with a mentor possessing relevant expertise on their paper idea. Participants will be able to ask questions of their assigned mentor, and mentors will offer advice and guidance directed towards helping participants develop their idea into a paper. If participants do not submit an abstract, they are welcome to participate in the round table discussions. The goal of this workshop is to encourage budding methodologists, and to also strengthen engagement in research methods scholarship throughout the broader AOM community. This PDW is endorsed by Organizational Research Methods, the Consortium for the Advancement of Research Methods and Analysis (CARMA), and Sage Publications.

Please sign up for Part 1 using the registration system. To sign up for Part 2, please email your abstract to Truit Gray (truit.gray@okstate.edu) or Anna Zabinski (anna.zabinski@okstate.edu) by July 15, 2020. Selected attendees will be notified by email.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

CAR

CM

GDO

Transitioning from a Faculty to an Administrator Role (session 33)

The purpose of this Professional Development Workshop (PDW) is to help faculty moving into administrative roles, such as a department chair or head of school, program director, or associate dean. Faculty members selected or asked to serve in administrative roles have very little formal training or background and often struggle through the assignment. In this PDW, we will discuss key issues that confront administrators and provide participants with the opportunity to share experiences with - and learn from - other experienced administrators. The number of session attendees is limited to facilitate interaction. To register, please contact the organizer, Dr. Jim Jawahar, via email at jimoham@ilstu.edu. Registration is open to those who are currently serving as chairs, program directors, associate deans or individuals who will be taking on such administrative roles in the near future. This two-hour workshop includes a lead-off plenary session with two speakers highlighting key challenges and issues that entry level administrators face today. Following the plenary session, there will be five breakout sessions, each of which will be moderated by one to two department chairs (listed below). While most of these administrators have many years of experience, some with less experience have been included to provide perspectives on the challenges that new administrators face. These breakout sessions will focus on the following topics: (1) evaluating and mentoring faculty on research and teaching, (2) dealing with power, politics, and cultural change (3) dealing with low-performing faculty, (4) recruiting and retaining a diverse faculty, (5) managing time and conflict. Participants will rotate through these breakout sessions in 20-minute intervals. There will be a short break during these sessions, providing an opportunity for participants to have individual conversations with other participants. The workshop will end with a wrap-up session where the moderators (topic chairs) will recap and summarize the key issues discussed at their roundtables.

Real-time Open

LIVE - OPEN

PRACTICE

DIVERSITY

PDW (WORKSHOP)

IM

HR

Culture in Management Research: Best Practices for Use of the GLOBE Culture & Leadership Dimensions (session 35)

This interactive professional development workshop is designed to illustrate how GLOBE – the Global Leadership and Organizational Behavior Effectiveness Study - can be effectively used in different areas of management research. GLOBE is a multi-phase research program that has put forward validated measures of societal culture (cultural values and cultural practices) and culturally shared implicit leadership theories. After a brief introduction to GLOBE, a panel of established authors discusses how they have used GLOBE theories and measures in international research on firm strategy, human resources management, corporate social responsibility/sustainability, leadership, and entrepreneurship. The panel will highlight exemplar papers and best practices across areas of study using GLOBE concepts and data to highlight the value of this research within management. Interactive question and answer segments and roundtable discussions will allow participants to engage with the panel and share their own experiences. The chairs will facilitate a discussion about common pitfalls, challenges and reviewer concerns as well as ‘tips & tricks’ on how to address such concerns. The PDW will be of interest to (1) researchers who contemplate incorporating culture in their work, and (2) researchers who have started using, or have questions about, GLOBE theory and data.

Real-time Open

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

IM

IM Division Plenary: Where is the field of IM heading? Where should it head? (session 34)

Real-time Presenter

LIVE - PRESENTER

PLENARY SESSION

OCIS

SAP

Processes and Practices of Digital Strategizing: Perspectives and Avenues for Future Research (session 36)

Digital technologies such as platforms, big data analytics, and algorithms are reshaping how firms strategize. They are altering the strategy-making processes by rendering them less exclusive and secret and by making them more flexible. Digital technologies are also redefining practices of strategy-making, allowing actors to participate from afar or to utilize the wisdom of the crowd. Building on the panel symposium on Digital Strategizing organized at the AOM 2019, this PDW aims to (1) give an overview of recent theoretical and empirical advancements in process and practice studies on digital strategizing; (2) discuss the suitability, advantages and disadvantages of selected theoretical perspectives and methods to further advance corresponding research; and (3) synthesize and share with the scholarly community the PDW outcomes to sharpen the future research agenda on the processes and practices of digital strategizing.

Part I, the presentation of perspectives on processes and practices of digital strategizing, is open for all. For Part II, the PDW please 1) write around 250 words why you are interested in digital strategizing and 2) provide two preferred roundtables. All should be sent to georg.reischauer@wu.ac.at.

Real-time Open

LIVE - OPEN

RESEARCH

THEME

INTERNATIONAL

PDW (WORKSHOP)

OB

(Desk) Reject Recovery: A Manuscript Development PDW Sponsored by the J. of Managerial Psychology (session 471)

Been (desk) rejected by the Journal of Managerial Psychology or a similar journal? Want to better understand why, and how to avoid it happening again? We reviewed the common themes encountered by the editors and reviewers of the Journal of Managerial Psychology that lead to desk- and first round manuscript rejections. This PDW gathers members of the JMP editorial review board to discuss these themes with potential authors in a roundtable format.

Asynchronous

PDW (WORKSHOP)

ASYNCHRONOUS

TIM

Technology and Innovation Management Doctoral Consortium (session 42)

The TIM doctoral consortium seeks to mentor Ph.D. candidates interested in conducting leading-edge research and teaching in technology and innovation management. The consortium will be led by a panel of faculty members with proven research and teaching records who will address key issues in academic life such as finishing your dissertation, conducting research, publishing in top journals, and navigating the academic job market. To qualify for the consortium, a candidate's research must be related to technology and innovation management topics. Pre-registration is required.

The pre-registration link and information will be available on TIM website and social media.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

RESEARCH

HR

HR Division Middle-Stage Doctoral Consortium Part 1 (session 38)

This workshop is geared toward HR doctoral students in the middle of their program. The goal of this workshop is to help these students navigate the collection of career issues that begin to emerge when students are about halfway through a doctoral program. In many PhD programs, the middle stage is critical point. Students are expected to begin the transition into independent scholars, start building professional networks, move beyond the structure of courses and exams, and develop skills as an instructor. The workshop topics are designed to help these students develop the knowledge and skills required to be successful at this middle-stage and continue their development into strong researchers and teachers. It is also a way for HR doctoral students to build connections with others and become more involved in the HR Division.

Pre-registration for the HR Division Middle-Stage Doctoral Consortium is required. In order to request registration, please send your CV to Dr. Karina van de Voorde (F.C.v.d.Voorde@uvt.nl). Thank you! Contact the session organizer to obtain the approval code.

Real-time Open

LIVE - OPEN

TEACHING

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

GDO

IM

IAM

Gender Equality in Iberoamerican Countries (session 39)

In response to increased emphasis on gender equality as a pathway for global sustainable development (Howard-Grenville, Davis, Dyllic, Miller, Thau, & Tsui, 2019; van Zanten & van Tulder, 2018), the goal of this Professional Development Workshop (PDW) is to gather, present, and discuss current research-in-progress related to gender equality in Iberoamerica. To this end, I assembled experts working on this topic representing various Ibeoramerican countries, including Argentina, Brazil, Chile, Colombia, Mexico, and Spain. Presenters will draw from a variety of theoretical perspectives and methodological approaches with the ultimate goal of advancing knowledge of gender equality at work. In aggregate, we will contribute to the overarching conversation about global sustainable development with particular relevance for the social sustainability discourse (Roy & Goll, 2014).

If you have questions about this PDW, please email Fernanda Wagstaff at fwagstaff@utep.edu

Real-time Open

DIVERSITY

INTERNATIONAL

PRACTICE

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

HR

MED

TIM

Designing an Accelerated Classroom: Sharing Best Practices (session 40)

More and more MBA programs, EMBA programs, and online classrooms are re-engineering the traditional semester to suit the working student population needs (e.g., move through degree programs at a faster pace). Accelerated formats are commonly defined as learning formats where students take courses in less time than a traditional semester (Boyd, 2007). This format may include shorter semesters, week-long programs, weekend courses, or hybrid online/on-ground classes. Although not a new platform, there is a lack of understanding and training in terms of selecting appropriate curriculum and more importantly, re-engineering a course for acceleration (Lee & Horsfall, 2010). This PDW is designed to engage attendees in a discussion of the accelerated classroom and to offer quality time with accelerated design experts. After a brief discussion of each area to consider, attendees may then choose to discuss up to three accelerated decision points in a more intimate, roundtable setting. Topics including: Selecting acceleration method (e.g. online, on-ground, hybrid; weekend, week, etc.); Eliminating the superfluous (e.g. identifying concepts of importance); Andragogical methods (e.g. experiential, lecture, cases); Assessment and grading (e.g. assignment types, timing); Saving yourself (e.g. instructor enthusiasm, sustainability). Attendees will be encouraged to bring a course they have already accelerated or need to accelerate and will be provided an opportunity to ask questions from topical experts using a roundtable, rotation format.

Attendees should bring a course syllabus which has already been accelerated, or is in need of acceleration. There will be opportunity to work through these with the topical experts.

Real-time Open

PRACTICE

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

11:00 EDT - 11:45 EDT

Friday, 7 August

HCM

Health Care Management Division Business Meeting (session 37)

Real-time Open

MEETING

LIVE - OPEN

11:00 EDT - 11:30 EDT

Friday, 7 August

SIM

SIM Doctoral Consortium III (session 41)

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

11:30 EDT - 13:30 EDT

Friday, 7 August

AFAM

GDO

Contextualizing effectuation of women entrepreneurs in Africa and other Postcolonial regions (session 472)

Asynchronous

THEME

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

11:30 EDT - 13:00 EDT

Friday, 7 August

MED

GDO

Disabilities in the Classroom: Best Practices for Improving Accessibility and Learning (session 473)

Asynchronous

TEACHING

THEME

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

SIM

MOC

STR

The Dark Side of Stakeholder Engagement: Troublesome Relations Between Firms and Stakeholders (session 474)

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OSCM

Journal of Supply Chain Management (JSCM) Awards Presentation (session 43)

Real-time Presenter

MEETING

LIVE - PRESENTER

IM

AAM

AFAM

IAM

INDAM

STR

Creating Impactful Research as a Junior Scholar: Advice from IM Division FIU Business Emerging Scholars (session 475)

Developing a research stream as a junior scholar, let alone an award-winning one, can be a difficult task. Are you a junior scholar who could use some advice on how to create an impactful research stream? Do you have questions for others who have been recognized for carving out influential international management research in the early years of their careers? If so, this session is for you! Recipients of the FIU Emerging Scholar Award will be present to talk about their experiences and share advice with you that may be valuable to your current research.

Asynchronous

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OMT

**OMT Doctoral Student Consortium
(session 55)**

The OMT doctoral consortium is aimed at providing late-stage doctoral students with interests in the broad areas of organizations and management practical advice on finding jobs, managing their careers, doing and publishing research, and teaching. It will also provide an opportunity for students to form relationships with others at the same stage in their career and with more senior scholars who share their research interests. The event opens with a dinner followed by a full day of panel presentations, round-table conversations, and mentoring.

Please contact the session organizer for the approval code.

Real-time Open

INTERNATIONAL

RESEARCH

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

OMT

**OMT Junior Faculty Consortium
(session 54)**

The Organization and Management Theory Division is pleased to announce the 2019 OMT Junior Faculty Consortium. If you have started a faculty position in the last few years, this consortium is for you! The consortium provides an intimate forum for interacting with senior colleagues and peers about how to prosper in your academic career. The content of the consortium focuses on three areas; 1) developing your research for publication with the help of seasoned scholars in your area, 2) strategies for impact and growth as a researcher and teacher, and 3) navigating the early years of building a successful faculty career in diverse institutional settings. In addition, you will have a chance to interact and build connections with an exciting team of Faculty Fellows and diverse peers through developmental feedback on your research, panels, roundtable discussions and informal conversations.

Please contact the session organizer for the approval code.

Real-time Open

RESEARCH

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

AAT

Broadening our Sight to "Artificial Intelligence in Management" (session 45)

Whereas Artificial Intelligence (AI) has been identified as a way to create “an impact on a broader set of stakeholders than the research community” (Aguinis et al., 2019, p. 25), AMP is one of the only journals published by AOM where the words “Artificial Intelligence” appear in an article title within the past three years. By contrast, most of the top ranked journals in the field of Information Systems (IS) issued calls-for-papers for special issues about AI, including MISQ, EJIS, ISR, and JAIS. Such concerns about this lack of research were echoed in an editorial in AMJ where the authors argued for the need for more research on the digital workforce and the workplace of the future and for greater understanding of societal grand challenges through management research. AI is now a practical problem, related both to job destruction and creation. Therefore, this PDW will try to develop a greater understanding of AI management value. In many divisions at AOM annual meetings, theories have been suggested for the evaluation of AI management value. This workshop will address these concerns with a further goal of promoting publishable research on them. Therefore, AI in management may be a way to respond to the All-Academy theme question: “How can management and organizations build meaningful collaborations with other fields?” The response to this question might be a “convergence across different domains to tackle common theoretical and practical problems” by broadening our sight to AI in management.

Real-time Open

LIVE - OPEN

PRACTICE

DIVERSITY

INTERNATIONAL

RESEARCH

TEACHING

THEME

PDW (WORKSHOP)

MOC

Presenting in the Rough: Using Storytelling to Enhance Your Presentations (session 51)

Presentation skills play a central role in the dissemination of knowledge. Are you a doctoral student or faculty member who studies cognition in organizations and are looking for ways to dynamically present your research to a variety of audiences (researchers, practitioners, or the general public)? The purpose of this PDW is to bring together a group of scholars who are interested in finding new, innovative, and compelling ways to craft and deliver presentations. The PDW will be conducted in three parts — a series of presentations, a moderated discussion, and breakout discussions during which participants will have the opportunity to engage with panelists. The theme for this year's PDW is "Using Storytelling to Enhance Your Presentations." Panelists will present on specific topics such as using stories to set the "hook" and to present qualitative data, incorporating your own personal story and the life stories of research participants, and integrating compelling visual figures. At the end of the workshop, we hope participants leave with a set of strategies to improve their presenting. Toward that end, the workshop will be especially useful for those who are early in their careers or may not currently categorize themselves as polished presenters. With that said, we welcome those who are already comfortable with presenting and in search of new ideas. We plan for this to be an enriching PDW with a lively, interactive, and relaxed atmosphere.

Real-time Open

TEACHING

PRACTICE

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

IM

STR

HR

OB

ODC

Designing Innovative Executive Education Programs that Make Impact in a Changing World (session 50)

Multiple significant disruptions including, the COVID-19 crisis, digitalization, artificial intelligence, increasing labor costs, trade tensions, and the growing role of transforming economies like China, are putting pressure on firms to change like never before. Executive education programs should have an important role to play in helping firms to successfully adapt to these disruptions. However, executives are also increasingly finding that they want to spend less time in executive education programs due to the rapid pace of today's business, have part of programs delivered digitally, find ways to design executive education programs to have more impact since some question the value of executive education programs since information is becoming more readily available, and find ways to help clients implement taught content better. This session will explore how we can overcome these and other current challenges executive education faces using innovative approaches to executive education which are more impactful. The session will have three parts. 1) We will start with a brief overview of the session and an introduction to challenges facing executive education; 2) The four presenters will each run a 30 minute interactive segment on the following topics - using business improvement projects, developing innovative global teams, developing personal development plans for executives, and achieving more impactful learning and development without ignoring our executives' need for speed and immediacy; and 3) We will have discussion with session participants where all can contribute their ideas, critique, and ask questions about innovative approaches to executive education that make impact. The session will be interactive.

Real-time Open

INTERNATIONAL

DIVERSITY

PRACTICE

TEACHING

THEME

NEU

NEU Executive Committee Meeting (session 53)

Real-time Open

MEETING

LIVE - OPEN

OB

RM

STR

ENT

MOC

Session Full

Content and Text Analysis in Organizational Research: Techniques and Applications (session 52)

This is a two-part PDW. Part 1 provides an introduction to content and text analysis as a research methodology. Presenters will discuss appropriate applications, reliability and validity concerns, data curation, programming, and different computer-aided content analysis tools. Experts will also walk through examples of content analysis techniques from published research and offer publishing tips. Part 1 is open to all AOM attendees and does not require pre-registration. Part 2 of the PDW models MOC's successful "Cognition in the Rough" PDW. Experts and authors will interact in small groups to discuss the content, structure, techniques, and potential journal outlets of submitted proposals. Part 2 requires pre-registration and a submission of a two-page proposal to contentanalysis1@gmail.com. The deadline for proposal submissions is July 13. Details are available via AOM listservs or by contacting the organizers at contentanalysis1@gmail.com.

Real-time Open

LIVE - OPEN

RESEARCH

THEME

INTERNATIONAL

PDW (WORKSHOP)

OMT

RM

STR

Advances in Topic Modeling: Curating Corpora, Using Structured Models, and Theorizing with Visuals (session 57)

Our PDW's goal is to engage participants from OMT, RM, STR and SAP in big text analysis and theory generation with some of the latest advances in rendering with topic modeling (Hannigan et al., 2019

SAP

Strategizing as Communicative Practice - Connecting the SAP with the CCO Community (session 477)

This Professional Development Workshop (PDW) aims to bring together early and advanced career scholars from two communities in the field of organization and management studies, namely from the 'Strategizing Activities and Practice' (SAP) and the 'Communicative Constitution of Organizations' (CCO) communities. Emerging and experienced scholars

for a review). This includes methods of curating large textual corpora, modified versions of the core (Latent Dirichlet Allocation – LDA) topic modeling techniques, and refined visualizations for building theory. Topic modeling is at the interface of method and theory, big and little data, quantitative and qualitative analysis, induction and deduction (DiMaggio, 2015; Grimmer and Stewart, 2013; Mohr and Bogdanov, 2013; Mützel, 2015; Nelson, 2017). Participants (who need no more than basic programming knowledge and an interest in theory building) will be guided through pre-built programs in Python and R, which will be available on GitHub. The programs will be based off of the standard unstructured topic modeling routines (LDA), but include structured topic modeling (STM) and also bi-term (BT) analysis. We will also explore topic mapping via LDAvis and Gephi network software in order to help build conceptual relationships. The analyses will be guided by co-leads who have published and have an ongoing topic modeling research program: Tim Hannigan, Richard Haans, Dev Jennings, Hovig Tchalian, and Rodrigo Valadao. Academics with experience in theory building from mixed methods, Tim Hannigan, Vern Glaser, and Dev Jennings, will discuss different methods and examples for moving from analysis to theory in article writing. The PDW is targeted to researchers in OMT and STR, along with methodologists from RM.

Real-time Open

LIVE - OPEN

PRACTICE

RESEARCH

THEME

PDW (WORKSHOP)

who successfully advanced SAP and/or CCO research with publications in top-tier management journals will provide participants of this PDW with insights, inspiration, and advice to further develop work-in-progress papers with a focus on the nexus between strategizing and communication. In line with the AoM 2020 theme of “20/20 Broadening our Sight” this PDW tries to foster high-qualitative academic research to broaden and challenge existing SAP concepts within and beyond organizational boundaries by integrating a communication perspective. Further, it aims to support a vivid exchange between the two communities and to discover and address blind spots in both research areas. Our PDW is two-parted. In the first part, five scholars who have recently published SAP and CCO research in top-tier journals - Nicolas Bencherki, Nada Endrissat, Jeannie Holstein, Tim Kuhn, and Virpi Sorsa - will present their theoretically and empirically driven perspectives on the nexus between strategizing and communication. The presentations will be followed by a Q&A session. In the second part, the breakout sessions, up to four attendees of the PDW will each meet with roundtable facilitators and discuss work-in-progress research. This PDW requires a pre-registration to productively use the breakout time.

Pre-Registration: The PDW, timed for two hours (120 minutes), is two-parted. While the first part (60 min) includes panel presentations and a brief Q&A session, the second part consists of breakout sessions in a roundtable format to discuss and further develop selected participants' current research projects/ideas more individually. While Part 1 is open for 40 participants, Part 2 can only be attended by 20 participants. Therefore, we kindly ask all people who would like to take part in Part 1 to send an informal registration request to the organizer (milena.leybold@uibk.ac.at). Those of you who would like to take part in Part 2 as well are asked to hand in a one-page application containing an abstract on a current research project/idea and questions you have regarding further development of this project/idea. The 20 selected participants for Part 2 build half of the participant group for Part 1. The rest of the participants for Part 1 will be chosen by lottery. Please feel free to contact us in case of any questions (milena.leybold@uibk.ac.at). Please contact the session organizer to obtain the approval code. There is a limit of 40 attendees.

ENT

TIM

STR

Digital Technologies and Platforms: Reshaping Entrepreneurship, Business Models, and Ecosystem (session 476)

Digital technologies and platforms are transforming the environment within which companies and industries operate. Until recently, academia and practitioners were engaging in research activities to shed light on the implications of the platform economy and especially on the shift in the paradigm from the traditional to the platform- dependent entrepreneurship. These changes have important implications for the study of Entrepreneurship, Business Models, and Ecosystem Dynamics. Accordingly, there is a need to explore these implications for future scholarship, practice and society at large, promoting interdisciplinary dialog aiming to highlight research directions and spell out effective research designs and methods to pursue such an agenda. Moreover, the first subsection of this PDW is connected to a call for a paper on this very topic, to appear on the journal "Industrial and Corporate Change" in 2022.

Asynchronous

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

Asynchronous

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

ENT

ENT Early Career Consortium (session 46)

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

PRACTICE

RESEARCH

TEACHING

OMT

OB

STR

Advancing Theory with Review Articles: How to Advance the Prospects for Publication (session 56)

Review articles provide a unique opportunity for scholars to make a theoretical contribution to management and organization studies. However, compared to methodological aspects of review articles, limited guidance currently exists for how to advance theory with review articles. The purpose of this PDW is to offer interesting and promising avenues (e.g., challenging assumptions, establishing boundary conditions, theorizing with mechanisms) for developing reviews which advance theory, in ways which enhance theoretical development in management and organization studies and thereby also increase the prospects for publication in high quality journals. The PDW will consist of a 90-minute workshop, the bulk of which focuses on interaction between: (i) participants with ideas for review papers that have the potential to make a theoretical contribution and; (ii) scholars with expertise publishing review papers that advance theory. The organizers will kick-off the PDW with a welcome and introduction. Then, three experts on writing review for advancing theory will deliver prepared remarks, followed by Q&As. Next, we will organize participants into tables, each handled by scholarly experts on review articles, for a discussion on how to develop the participants' ideas for review papers in ways that advance organization and management theory. The PDW addresses an important developmental need by offering researchers an opportunity to explore proven avenues for advancing theory with review articles, and apply that learning to ideas they have for theoretically contributive reviews in discussion with experienced scholars who have published such reviews.

Please submit your 1-page summary of ideas for advancing theory with literature reviews, which should include your name and email to Dr. Corinne Post cgp208@lehigh.edu or Dr. John Prescott prescott@pitt.edu by August 1, 2020. After August 1, we will allow participants who have not submitted a summary to register for the PDW and sit in on the discussions.

Real-time Open

LIVE - OPEN

RESEARCH

PDW (WORKSHOP)

HCM

Health Care Management Emerging Scholars Consortium, Navigating the Health Care Job Market (session 68)

The Health Care Management (HCM) Division of the Academy of Management has a strong tradition of providing quality professional development workshops, including an emerging scholars' consortium. If you are a doctoral student, post-doc, or junior faculty member, please join us for a day of conversation, professional development, and networking. The Consortium is geared towards doctoral students, recent graduates, and junior faculty. A diverse group of faculty will facilitate a highly interactive series of sessions. The consortium will include discussions about successful academic career paths in health care management, obtaining funding for HCM research, research collaboration strategies, techniques for bringing absent voices into the classroom, and other participant-initiated topics. The consortium will provide opportunities for introductions and networking.

Real-time Presenter

LIVE - PRESENTER

PDW (WORKSHOP)

OMT

RM

SAP

Qualitative Analysis Boot Camp V: Theoretical Hunches and How to Theorize from Data (session 58)

This PDW will help researchers develop and expand their qualitative data analysis skills, specifically in relation to building the link between data coding, analysis, and theorizing. This session focuses specifically on working with analytical and theoretical 'hunches' that emerge as you work with and code data. The session will begin with a panel of experienced qualitative scholars reflecting upon their practice of undertaking qualitative data analysis to enable the publication of interpretive qualitative research that aims at theory building. This panel of scholars will discuss the role of 'theoretical hunches' in interpretive data coding and analysis, zooming in on inductive and exploratory nature of the process, followed by ample time for questions from the audience. The second half of the session will be spent working with real (anonymized) data that participants bring to the session. Taking turns, we will move through various 'bits' of data to develop 'theoretical hunches' and look at various ways in which we can theorize from the data. Therein, we will work through and demystify the process of going from initial codes through to emergent themes and early theoretical ideas. This PDW is designed to help researchers identify practical ways to improve their analytical strategies when working with qualitative interpretive data. The PDW is relevant to both junior and more experienced scholars. On the one hand, the workshop will help doctoral students and junior scholars with limited experience in qualitative data coding and analysis to gain insights into the practicalities and key decisions associated with the process, which is hard to extract from published research articles or the extant methodological literature. On the other hand, the workshop provides an opportunity for experienced scholars to review various practices that facilitate linking data and theory, ask targeted questions about specific approaches to improve their analysis, and discuss

current projects with other experienced qualitative researchers.
Real-time Open

LIVE - OPEN

RESEARCH

PDW (WORKSHOP)

STR

ENT

TIM

Scaling Up Accelerator Research (session 47)

Over the past decade, accelerators have become an important feature of the global entrepreneurial landscape (Wright & Drori, 2018). This has led to a growing body of research that examines the types and organization of these accelerators, their role in evolving entrepreneurial systems, and their contributions to the growth and scaling activities of startups. Given the variety of the goals accelerators pursue and their different histories, ownership structures and internal organization and processes, researchers have also examined how these factors influence startups' gains (outcomes) from their affiliation with accelerators. Researchers have examined how these accelerators provide a forum for knowledge creation, technology development, commercialization, and new business model development. This research underscores the importance of accelerators for new ventures' strategic decisions such as funding, timing of exits, scaling up strategies, technology commercialization, and international expansion. Focusing on accelerators as a new phenomenon that aims to enhance entrepreneurial activities is in line with the theme of the 2020 AOM Meeting - "20/20: Broadening our Sight". In this PDW we will: (1) assess the current status of research on the contributions of accelerators to new ventures, (2) identify promising areas of research, (3) share research experiences tackling issues related to longitudinal data access, (4) study the learning process of successful versus less successful new ventures in accelerators, and (5) identify promising research opportunities to pursue, with important implications for the field of entrepreneurship as well as research on technology development, international management, strategy, and organization theory. Drawing on their extensive fieldwork in different countries (e.g., Brazil, Chile, Germany, France, India, Israel, UK, and the US), the authors aim to promote more impactful, rigorous and creative research on accelerators and their contributions to new ventures' growth.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

OB

TIM

Leading for Creativity (session 480)

This PDW addresses issues regarding leading for creativity in the context of the rise of digital technologies. Digital technologies are not only making creativity possible but also essential. Not surprisingly, CEOs reportedly consider creativity a key leadership need. Simultaneously, interest in creativity is rising; 79% of the publications covered by a recent review were published since 2001. Nevertheless, this recognition of creativity's increased importance may not be enough. Research suggests business people espouse creativity but don't necessarily follow through with decisions, and creativity may not open paths to the top positions. In this PDW, we will address questions such as how the organizational, environmental, and technological contexts shape how we lead for creativity; whether current archetypes of the creative leader are sufficient to cover the current state of affairs; and how we might simultaneously address the digital tools that are increasingly making creativity easier and the human-focused needs that can make the use of those tools difficult. As PDW speakers will elucidate, tools get blunted if the psychology and sociology of creativity isn't understood. Conversely, if the profound impact of digital tools is ignored, the traditional study of creativity will lose relevance. In roundtable discussions, participants will engage in questions such as what cross-disciplinary research and collaboration opportunities emerge from these trends; how we may teach these perspectives when education in most schools is still too discipline-based; and how we may make creativity in business become more than the adoption of design thinking and rapid prototyping.

Asynchronous

TEACHING

PRACTICE

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

ENT

SIM

PNP

Reframing Social Entrepreneurship Research: Embracing a Strategic Perspective (session 478)

Asynchronous

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

MC

ODC

Exploring Management Consulting Value Creation for Micro Enterprises (session 479)

Micro Enterprises represent over 90% of the businesses in both the USA and Europe. The challenges faced by these types of firms range from poor knowledge of strategy and competition, to limited financial and human resources. For this PDW, we will adopt the European Commission's definition of micro enterprises as '... enterprises that employ fewer than 10 persons and whose annual turnover or annual balance sheet total does not exceed EUR 2 million'. The aim of this PDW is to explore some of the main challenges faced by micro enterprises and how consultants can create value for and with them. Many micro enterprises fail over time or never embark upon a growth path due to their inability to overcome on their own some of the challenges they face. Most micro enterprises are reluctant to engage the support of Management Consulting firms. They either find them too costly, or do not necessarily believe in the value they can help them create. The PDW will do a deep dive into the Management Consulting practices used during interventions with micro enterprises and identify practices that work best for such companies. The presenters will draw from their own consulting experiences working with micro enterprises in industries as diverse as Healthcare, Legal Services, and Entertainment across multiple countries (e.g. Spain, France, USA). This interactive workshop will allow sufficient time to discuss lessons learned from the application of Management Consulting practices in micro enterprises, as well as explore "how-to" questions about possible ways of improving praxis going forward.

Asynchronous

INTERNATIONAL

RESEARCH

THEME

PRACTICE

PDW (WORKSHOP)

ASYNCHRONOUS

AAA

Academy of Management Carolyn Dexter Award Presentation (session 59)

AOM Carolyn Dexter Award Committee Chair, Jamie Gloor, will present the 2020 finalists and honoree of the 2020 Carolyn Dexter Award.

Mock Live

MEETING

MOCK LIVE

PUBS

Publishing in AMJ: Tips from the Editors (session 66)

All are welcome to attend.

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

CM

Conflict Management Doctoral Consortium (session 60)

This Conflict Management doctoral consortium is designed for students interested in developing an academic identity, thinking more strategically about the research process, and planning for the job market. We will focus on three main topics that are important for successfully completing a program and launching an academic career: 1) becoming a conflict management scholar, 2) managing the dissertation process, and 3) preparing for the job market. The PDW will be led by a mix of early, mid-career, and senior scholars, each offering their unique perspective on the topics. The format will include short presentations, Q&A, and small group discussions.

Real-time Open

PDW (WORKSHOP)

PRACTICE

LIVE - OPEN

OCIS

OCIS Paper Development Workshop (session 62)

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

OCIS

OCIS Doctoral Consortium (session 63)

The proposed PDWs are aimed to mentor PhD students in the fields of organization, communication, and information systems with an emphasis on cross-disciplinary research.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

RESEARCH

OMT

RM

STR

Experiments in Institutional Theory and Strategy Research (session 64)

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

Real-time Open

LIVE - OPEN

RESEARCH

PDW (WORKSHOP)

13:00 EDT - 14:30 EDT

Friday, 7 August

PUBS

Publishing in ANNALS (session 65)

Annals Co-Editors, Carrie Leana and Stuart Bunderson, and the team of Associate Editors provide tips on how to write a successful Annals paper. All are welcome.

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

MSR

The Faith and Work Integration Spheres of Influence (FWSI) Model as a Personal Application Tool (session 61)

This professional development workshop will present the recently published Faith and Work Integration Spheres of Influence Model (FWSI) (Buszka & Ewest, 2020) as a personal and professional development tool that can be used by spiritual individuals of various backgrounds or belief systems. Though the tool was initially applied within the context of Christianity, the authors maintain that further research and application with different religions or general spirituality can prove useful for individuals, organizations and the Academy. Therefore, this workshop is designed to stimulate further application and research by involving participants in personal reflection and small group discussion of the FWSI. During the session, participants will consider the four levels of analysis included in the model; individual, occupational, work organization, and faith organization. Participants will discuss how they integrate faith and spirituality in own their work activities. They will also share personal, occupational, and organizational barriers to FWSI. Based on participant demographics, discussion groups will be configured (as much as possible) to represent a cross-section of management disciplines, faith groups, gender categories, ethnicities and races. After participating in this PDW, participants should have a greater insight into the various personal and contextual factors that encourage or impede FWSI. They will become familiar with a tool that may be used in teaching, mentoring, or determining areas for further FWSI research. In addition, comments and recorded insights from the workshop may be used to provide a rich and diverse narrative about faith, religion, and spirituality in the workplace.

Real-time Open

PDW (WORKSHOP)

THEME

LIVE - OPEN

SIM

SIM Doctoral Consortium IV (session 67)

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

AAA

AOM Career Achievement Award Presentation: Distinguished Scholarly Contributions to Management (session 306)

AOM Career Achievement Award Committee Chair, Brian Boyd, will present the 2020 honoree of the Distinguished Scholarly Contributions to Management Award.

Mock Live

MEETING

MOCK LIVE

MED

MC

Broadening our Sight: Preparing Students to Succeed in the Gig Economy (session 483)

The gig economy is a relatively recent phenomenon involving a shift from traditional employer-employee relationships to alternative work arrangements involving independent contractors and freelance workers. Given the rapidly increasing prevalence of this global phenomenon, management faculty and other professionals in higher education must broaden their sight to focus on preparing students to successfully participate in the gig economy. The purpose of this workshop is to explore ways to develop courses and curriculum that support students' success in the gig economy. Through a world café, guided self-reflection, and small group discussion activities, participants will engage in conversations to share ideas on ways to develop and assess a curriculum that lends itself to successful participation in the gig economy. As a result of their work in the session, participants will be able to identify essential skills required by the gig economy, apply the concept of essential skills to their teaching practice and curriculum development, and generate strategies to address challenges in assessing essential skills. Participants will address potential changes needed in the culture of management education to foster student success in the gig economy.

Asynchronous

TEACHING

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

IM

AFAM

IAM

INDAM

Writing an Award-Winning Dissertation: Advice from Prior IM Division Dissertation Award Finalists (session 484)

Asynchronous

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

HCM

Health Care Management Emerging Scholars Consortium, Integration of Research and Teaching in Health Care Management (session 48)

The Health Care Management (HCM) Division of the Academy of Management has a strong tradition of providing quality professional development workshops, including an emerging scholars' consortium. If you are a doctoral student, post-doc, or junior faculty member, please join us for a day of conversation, professional development, and networking. The Consortium is geared towards doctoral students, recent graduates, and junior faculty. A diverse group of faculty will facilitate a highly interactive series of sessions. The consortium will include discussions about successful academic career paths in health care management, obtaining funding for HCM research, research collaboration strategies, techniques for bringing absent voices into the classroom, among other participant-initiated topics. The consortium will provide opportunities for introductions and networking.

Real-time Presenter

LIVE - PRESENTER

PDW (WORKSHOP)

OB

OB Award Ceremony and Business Meeting (session 69)

Real-time Open

MEETING

LIVE - OPEN

SAP

SAP Early-Career Program: Q&A session with patron Eero Vaara (session 70)

Real-time Open

LIVE - OPEN MEETING

MOC

CM

ODC

ENT

OB

AAM

INDAM

Reviewing in the Rough: A Professional Development Workshop for Doctoral Students and Junior Faculty (session 73)

Reviewing is a critical “professional responsibility” and an integral part of participating in the academic community (Trevino, 2008). Yet Tsang and Frey (2007: 129) noted that “there is no formal training for referees who usually pick up their review skills through learning by doing.” This raises a perplexing question for doctoral students and junior faculty: how to develop critical reviewing skills with so few opportunities to practice the art of reviewing? This PDW provides participants with a rare opportunity to learn and practice the art of reviewing. Prior to the conference, participants will be asked to prepare a practice review of Burak Oc’s manuscript, “Head Above the Parapet: How Minority Subordinates Influence Group Outcomes and the Consequences They Face for Doing So” (Oc, Bashshur, & Moore, 2019). The actual workshop will consist of two parts: (1) presentation on the reviewing process from editor’s, reviewer’s, and author’s perspectives, as well as (2) interactive roundtables. The panel will provide participants an opportunity to gain key insights about the review process and quality reviewing from scholars who have served as Associate Editors and Editorial Board Members at leading journals in our field. In the interactive roundtables, Burak will provide background information about the original submission of his manuscript. Participants will then break into small groups, each facilitated by an experienced faculty member, to discuss and receive feedback on their formal reviews. Burak will share the actual reviews he received and how they helped shape the final manuscript. The PDW will conclude with a question and answer period with Burak.

Real-time Open

AAT

Impacting Grand Challenges: A 'Both/And' Approach (session 71)

In this panel symposium, we seek to build on growing efforts by management scholars to engage with grand challenges and the United Nations’ Sustainable Development Goals (SDGs). Reflective of the All- Academy Theme description, we note that research and scholarship around addressing these important issues traditionally adopts an either/or approach, reflecting a false self-imposed dichotomy that prevents more expansive and synergistic thinking. To advance scholarship and insights about the management of grand challenges, we turn to paradox theory, an organizational lens gaining attention among organizational scholars that explores the nature of competing demands and unpacks approaches to move beyond either/or thinking into more both/and approaches. We structured this session to be an interactive panel discussion with scholars who have deep and rich knowledge of specific SDGs. They will both share their knowledge and engage in a robust and provocative discussion to address important questions about the role of both/and thinking to address grand challenges, and how management scholars can advance that work. We hope that bringing a paradox lens to these issues will deepen our scholarship, as well as help push forward on practices in academia that allow us to be more relevant and impactful in building a thriving and sustainable world.

Real-time Presenter

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

LIVE - PRESENTER

GDO

HR

OB

Tips, Tricks, and New Ideas for Approaching Diversity and Inclusion in the Classroom (session 72)

Matters relating to diversity and inclusion (D&I) have become increasingly critical on university campuses and in classrooms over the past several years. This is due in part to growing heterogeneity in student populations as well as to changing norms and perspectives stemming from influential societal events such as #BlackLivesMatter, and #MeToo and #Time’sUp movements. This workshop is aimed at scholars, whether doctoral students, junior or senior faculty, interested in (a) sharing and generating ideas for fostering inclusive classrooms and managing sensitive topics, (b) learning how to translate diversity and inclusion research for classroom materials, and (c) developing pedagogical tools and materials that incorporate relevant societal topics into classes to enhance lessons about gender, diversity, and inclusion. The proposed format for this workshop is a 2-hour event consisting of a panel discussion and a break-out development activity. The structure of this workshop will provide advice from expert scholars on innovative teaching techniques and activities, encourage sharing of experiences between participants, and create a space that fosters the generation of new ideas for teaching “hot-topics” related to D&I in organizations and in society. Finally, this PDW supports the AOM theme, “20/20: Broadening our Sight” by breaking down dichotomies to integrate knowledge creation and dissemination as well as teaching and research.

Real-time Open

TEACHING INTERNATIONAL THEME RESEARCH DIVERSITY PDW (WORKSHOP) LIVE - OPEN

14:00 EDT - 15:00 EDT

Friday, 7 August

SIM

SIM Doctoral Consortium V (session 74)

Real-time Open

PDW (WORKSHOP) LIVE - OPEN

MC

OCIS

MED

ODC

Broadening our Sight to "AI Implementation" (session 488)

Whereas AI is acknowledged by the editors of AMJ as one of the "grand challenges" that can disrupt work and the social order, AI also presents opportunities for radical organizational change. However, the word "implementation" never appears in the AMJ or AMP papers related to AI for several reasons: first, AI may be considered as an organizational capability and implemented in a mode closer to "strategy-as-practice"; second, the scope of evaluation of AI should be the process; third, AI implementation may benefit from the knowledge developed in OCIS division about socio-technical systems; and finally, AI implementation may be considered as a socio-economic approach to management (SEAM). Indeed, the challenge is to transform activities that can be cleaned up through AI while developing new activities that are value added to the companies and to their stakeholders. One of the MC approaches to this transformation process is SEAM, as it consists in pinpointing low added value activities and hidden costs into value creation through a change process aimed at developing the company, as opposed to downsizing (Savall, Zardet & Bonnet, 2008). The goals of this PDW are threefold; First, to compare different IS implementations, organizational transformation methods, and change management methods and evaluate their relevance to AI; second, to provide representatives from all divisions with an opportunity to share their views on the impact of AI implementation research; and, finally, to develop plans for the future to build bridges between different research and practice and to broaden our sight to "AI implementation".

Welcome to the PDW on AI! Last year in Boston, so many of you came that, this year, you will be connected to the "AI community" much in advance, with a follow-up after the PDW in Vancouver. A good opportunity to exchange expectations and knowledge in the spirit of AOM. If some of your colleagues did not register, tell them to come anyway, but in Boston, half of the participants had to stand in the corridor. We would like to accommodate you better in Vancouver. If you have any questions, please contact Emmanuel in Shanghai (monod@suibe.edu.cn or emmanuel.monod@outlook.com). Pre-Registration is required for this session.

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

RM

STR

HR

OSCM

Necessary Condition Analysis (NCA): Logic, Theory, Methodology, and New Applications. (session 490)

In this workshop you will learn how to conduct Necessary Condition Analysis. This emerging method was recently published in the journal *Organizational Research Methods* (2016, 2018) and is further described in the Sage book 'Conducting Necessary Condition Analysis' (2020). NCA is now used in many fields including Strategy, OB, HRM, Operations, and Entrepreneurship and International Management. NCA understands cause-effect relations as "necessary but not sufficient" and not as additive and average logic that is used in regression analysis. "Necessary" means that an outcome will not occur without the right level of the condition, independently of the rest of the causal structure (thus the condition can be a "bottleneck", "critical factor", "constraint"). In practice, the right level must be put and kept in place to avoid guaranteed failure, and to allow the outcome to exist. NCA can be used as a stand-alone tool or in combination with regression and other approaches. By adding a different logic and data analysis approach, NCA adds both rigor and relevance to theory and data analysis. This interactive session familiarizes scholars with the method and has two parts. Part 1 is a general introduction discussing the importance of necessary conditions, illustrated with examples from different fields. Part 2 helps participants to become the first users of NCA in their field, with a practical demonstration about the application of NCA on how to build necessity theories, and how to analyze data for testing such theories using the NCA software.

For more information about NCA see www.irim.eur.nl/nca or contact jdul@rsm.nl. No preparations required.

Asynchronous

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

HCM

Health Care Management Emerging Scholars Consortium, Hot Topics in Research (session 1909)

Real-time Presenter

PDW (WORKSHOP)

LIVE - PRESENTER

HR

HR Division Late-Stage Doctoral Student Consortium (Part 1) (session 76)

The HR Division Late-Stage Doctoral Student Consortium will take place at the Academy of Management Annual Meeting in Vancouver on Friday and Saturday August 7-8, 2020. Highlights of this year's Consortium include: free dinner and networking event on Friday; a keynote address by Emeritus Professor David E. Guest (King's College); a research feedback session with leading scholars in the field of HR; a variety of panels and discussions about job talks and campus visits, evaluating and negotiating an offer, getting published, effective teaching, and international opportunities; and, finally, a panel meeting with the major journal editors. The ideal candidates are doctoral students who have finished coursework and are currently working on their dissertations. There is no attendance fee, but pre-registration is required. To register, email the following to Professor Bård Kuvaas (bard.kuvaas@bi.no) by June 1, 2020. *A nomination form (found here: <https://goo.gl/u7i3hV>) endorsed and signed by your doctoral program. *A 1-2 page current CV with contact information, education, research/teaching interests, publications, and conference presentations. These will be distributed to all attendees.

Pre-registration is required. Please write the following url in your browser <https://goo.gl/u7i3hV> to download the nomination form.

Real-time Open

INTERNATIONAL

RESEARCH

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

STR

ENT

TIM

Beyond "Data Deserts": Introducing the Innovation Information Initiative (session 75)

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

RESEARCH

IM

MED

Update Your Teaching Game Plan: Case Teaching Innovations (session 492)

This PDW exposes participants to three innovative instructional formats which can help teach international business more effectively: 1) PodCases, 2) an interactive multimedia case and 3) a searchable, research-grounded database and website and that uses visualization techniques to supplement case studies. Different from many sessions, participants will be involved in the activities. There will be three presentations involving participants, followed by a question and answer period. Participants will leave the PDW being able to add relevant active learning content to their courses. The session will be facilitated by a group of professors who have excelled at teaching for many years who will share their experience with participants.

Asynchronous

TEACHING

INTERNATIONAL

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

MED

The MED Division Ambassadors Program: Broadening our Sight on Management Education Internationally (session 493)

How to broaden our sight on management education at AOM? How to find original answers to the important challenges our universities and education institutions are currently facing? Following the lead of the HR Division, which launched the Ambassadors Programs in 2008, the main objective of this PDW is to share the way the Ambassadors Program at the MED Division has developed and collectively learn from other similar initiatives about best practices to adopt or even collectively develop innovative models for teaching and learning. The questions raised in this PDW include: What are some of the similarities to, and differences from, the HR Ambassadors Program and other initiatives? What are the expected impacts of the MED Ambassadors on the MED Division? What are some of the outcomes the MED Ambassadors have managed to achieve already, and are planning to achieve? Several MED Ambassadors will introduce their projects (expectations of effectiveness) and key challenges they (may) face (difficulties encountered during project development and execution). The founder of HR Ambassadors Program will reflect on their suggestions. Thus, interested divisions and interest groups (DIGs) will be able to think of new ways to increase inclusiveness, involvement, and commitment of international members by means of the Ambassadors network.

Asynchronous

TEACHING

INTERNATIONAL

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

AAT

20/20 Broadening our Sight on IMPACT: Dealing with a Perennial Challenge for Management Scholars (session 77)

The workshop is aimed at two specific target segments within business school faculty: (1) mid-career scholars who are seriously thinking of how to develop an impactful career and are keen to engage in a meaningful conversation with experienced and peer faculty; and (2) senior faculty leaders, who are department chairs, associate deans, and program leaders who are interested in developing specific programs to expand the impact of faculty research and teaching on real world. In this PDW, we want to continue and deepen the successful exchange we had during the 2018 AOM meeting in Boston on the topic of impact and transfer into the community of practice. In particular, we want to deliberate as a community of scholars and teachers on how our notions of impact are being challenged as a result of the evolving environment we described above. Through interactive discussion and application of concepts, participants will gain some insights on how to advance the research impact of their institutions. As faculty and administrators at business schools around the world, we are increasingly asked to demonstrate a real impact on the practice of business and public policy. This relates both to the research we produce and how we engage with students and executive education participants in the classroom. We explore four related themes in the workshop: (1) What is impactful research? (2) What is impactful teaching? (3) How do we measure impact? (4) How do we engage the stakeholders to produce meaningful change?

Real-time Open

PDW (WORKSHOP)

DIVERSITY

INTERNATIONAL

PRACTICE

RESEARCH

TEACHING

THEME

LIVE - OPEN

ENT

ENT PD Social (session 494)

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

INDAM

Impact of Mental Health and Well-being on Productivity of Small and and Medium-Sized Enterprises (session 495)

Mental health (MH) and well-being problems faced by staff in small and medium sized enterprises (SMEs) has been reported in developed economies such as Australia, United Kingdom, United States, and European countries, therefore much of the management research has focused on these countries. Research, though sparse, has found similar issues in developing economies such as India, Bangladesh, Thailand and Vietnam. Mental health problems are potential barrier to faster adoption of circular economic model in SMEs, which is key to achieve the sustainable development goals and business productivity in the developing economy [SDG 11,12]. This workshop will present the first conceptual model derived from interdisciplinary literature to analyse the impact of workforce mental health and well-being problems on business productivity and economic sustainability. The model will facilitate longitudinal research studies in India and other developing economies to understand the MH issues and its impact on productivity. This will facilitate interdisciplinary, international collaborations and cooperation to develop a research agenda and strategies driving the direction of international and national dialogue in the thematic area. Therefore, the workshop will co-create knowledge bringing together interdisciplinary perspectives to foster long-term collaborations realised through longitudinal research studies, joint publications, research projects, and engagement with businesses and policymakers.

A SLACK group will be set-up for this workshop and all the attendees will be emailed the link, in due time. Pre-Registration is required for this session.

Asynchronous

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

HR

Publishing in Top-Tier U.S. Journals for non-US Scholars (session 496)

Once a research project has been completed, one of the most prestigious forms of publication is a journal paper. There is not only increasing pressure to publish, but to publish in 'top-tier' journals. There is vast and comprehensive information about the range and scope of refereed research journals in every field. The objective of this Professional Development Workshop is to provide insight to – and engage with – non-U.S. scholars who intend to publish in top-tier US journals in the HR field. Publishing in top-tier US journals is very important for non-U.S. scholars for several reasons. Top-tier journals receive a particularly heavy weighting in promotion, salary, and tenure decisions. High article concentration would also be of interest to administrators of graduate programs. Research output increases school and department rankings, which in turn attracts the most qualified candidates. Better candidates then further improve a program's ranking.

Asynchronous

INTERNATIONAL

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

GDO

OB

Bridging Positive Organizational Scholarship and Diversity, Equity, and Inclusion (session 79)

This session is targeted to scholars interested in the study of diversity, equity, and inclusion (DEI) from strengths-based approaches. The aim of this innovative PDW is to provide a forum for researchers to discover new forms of inquiry that will advance research on DEI within positive organizational scholarship (POS). Part of the workshop will include empirical research puzzles presented by DEI experts known for their work in this area. We will feature current empirical and theoretical work that explores positive processes and outcomes associated with diversity in organizations. We will then encourage participation from participants through roundtable discussions and report-outs. Ideally, participants will be required to pre-register for the session and provide a brief summary on their interests at the nexus of DEI and POS, so that the organizers can assign them to an initial table based on the similarity of their interests of other participants and our facilitators. Participants will be asked to rotate to a new table following each panel presentation to allow cross-fertilization of ideas during the session. We will provide discussion questions for participants to reflect on theoretical, methodological, and practical puzzles they face in their own research and practice in DEI. Further, they will focus on collaboratively brainstorming how adopting a POS lens enhances their study of DEI topics, and how DEI research expands the study of POS. Participants will also consider the implications of empirical research on POS and DEI for individuals and organizations. The session will conclude with a report out on from each table and a summary of future directions presented by the organizing committee.

Greetings attendees! We hope that you will join us for an invigorating session with leading experts in the study of diversity, equity, and inclusion (DEI) from strengths-based and positive organizational scholarship approaches. In order to make this session fully inclusive to you, we ask that you please

HR

CAR

GDO

HR Division Research Roundtable Networking Forum (session 498)

This PDW will allow division members to participate in research discussions moderated by accomplished HR scholars, as well as network with other scholars researching similar topics. Attendees will have an option to participate in two 40-minute roundtable discussions from a variety of research areas. The tables' research themes span a range of 18 HR topics: Alternative Work/Work Arrangements, Compensation, Diversity, Global HRM, HR & Entrepreneurship, HR Analytics, Job Analysis and Design, Leader Development/Executive Coaching, Onboarding & Socialization, Organizational Culture & Climate, Performance Management (performance appraisal and feedback), Recruitment/Job Search, Research on Social Sexual Behavior, Selection/Staffing, Stigma and Status, Strategic HR, Training & Development, and Turnover/Absenteeism/Withdrawal

Please note that we are requesting pre-registration to plan for the roundtable rotations. Pre-registration can be completed on the AOM PDW website.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

fill out this brief survey:

https://hbs.qualtrics.com/jfe/form/SV_ePVXZyAv6XvW

We look forward to seeing you at our convening!

Real-time Open

PRACTICE

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

LIVE - OPEN

MED

MC

Developing Teaching Ideas into Impact Intellectual Contributions (session 80)

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

Real-time Open

LIVE - OPEN

TEACHING

PRACTICE

RESEARCH

PDW (WORKSHOP)

MH

CMS

Decolonizing the Curriculum: An Exploration of Black and African-Centered Histories of Management (session 81)

When slavery ended, blacks were thrust into a world where they needed to understand the tenets of capitalism in a country that didn't allow them to be truly free citizens of the United States (Prieto & Phipps, 2019). The newly emancipated slaves did not possess financial wealth, but many still possessed the knowledge and traditions that were passed down from Africa, including traditional systems of cooperation that were practiced on the continent (Prieto & Phipps, 2019). As time elapsed, their knowledge, philosophies, and traditions lived on, and combined with experience that facilitated further learning. They were able to manage businesses, lead ventures, and impact both management theory and practice, as well as contribute to society. Unfortunately, however, their imprint is mostly unknown as there is a paucity of black and African-centered histories of Management. Amid the growing calls for the decolonization of the management curriculum, scholars are urged to seek out new histories and explore areas that have largely been ignored, inclusive of the black voice, experience, and contribution. It is time to heed the call of Cummings, Bridgman, Hassard, and Rowlinson (2017), who stated that there is a need for alternative perspectives on management. This additional historical narrative would contribute not only to the entrepreneurial self- efficacy of students of color, but also to their entrepreneurial knowledge, skills, and abilities, so that their critical and creative thought can be strengthened by a more solid awareness and understanding of management and entrepreneurship in the black/African context (Prieto, Phipps, Osiri, & LeCounte, 2017).

Real-time Open

TEACHING

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

LIVE - OPEN

OMT

Meet Egos@OMT Social (session 82)

Come join EGOS and OMT for our Meet EGOS@OMT cocktail hour. This social activity is a great opportunity to meet and network with EGOSians, OMT members and Academy members in a casual setting.

Real-time Open

SOCIAL EVENT

LIVE - OPEN

CMS

CMS Executive Meeting (session 78)

Real-time Open

MEETING

LIVE - OPEN

HR

ODC

Research and Teaching about Equity Compensation, Employee Share Ownership & Profit Sharing (session 499)

Asynchronous

TEACHING

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

TIM

STR

OMT

Obtaining Data from the Internet: Data Crawling in Management Research (session 500)

One benefit of the ubiquitous digitization is the increasing availability of data on the Internet that is relevant for management research. Data crawling is the method of using automated programs to extract large-scale data sets from the Internet. In this professional development workshop, we show that data crawling has quickly gained popularity in disciplines such as marketing or information systems, but is so far much less used in management research, although it has huge potential for management research. Even though it is very easy to write the first crawler, a lot of pitfalls can challenge the success of using crawled data for research. We therefore present in this Professional Development Workshop guidelines for crawling projects and address how many of the regularly occurring challenges can be solved in order to successfully use data crawling for management research. Participating in this workshop gives newcomers to data crawling a good idea of what is possible and how they should start, but also provides valuable insights for more experienced users of crawling methods.

Pre-Registration is required for this session.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

MED

MC

Experiencing the New Live Case Methodology Combining Gamification, Teamwork, Role Play & Simulation (session 501)

The traditional case methodology has been a fundamental part of business education since the first half of the twentieth century. We are now well into the twenty-first century and are at the dawn of a new significant decade. The time has come for the next generation of the case study methodology. In this workshop we introduce and experience the 'live case' methodology, which leverages the traditional case study method, but puts the participants at the heart of the case, where they experience the case in question, rather than just reading about it. The learners (students and executives) are protagonists in the story being told. A story in which they are faced with real-world business management challenges, confronted with dilemmas and given the opportunity to present their solutions in a dynamic, competitive learning environment. The workshop uses the innovative web-based live case technology platform. While the simulation engine provides a gamified experience, the participants are not glued to their screens entering decisions. Rather, the technology is a tool which complements the in-person interactions between team members and provides and captures data to help the participants work through their challenges. The participants will come away with a knowledge of a new pedagogical tool, frameworks and decision-making models, and practical ways of applying these to their own content and teaching.

Asynchronous

TEACHING

PRACTICE

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

RM

CM

HR

Getting to 20/20: A Workshop on Scale Development and Validation (session 503)

Asynchronous

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

GDO

OB

Observers, Offenders, and Allies: New Insights on Men's Roles in the Post #MeToo Era (session 83)

OB Division Best Symposium Award, sponsored by Cambridge University Press

In 2018, the popularization of the #MeToo movement exposed the pervasive problems of workplace sexual harassment and gender inequality, raising new questions about men's role in the prevention of sexual harassment. In this presentation, we explore how men - as observers, offenders, and allies - influence women's experience of harassment in the workplace. We ask: In the wake of #MeToo, are men aware of women's experience of harassment in the workplace? When and why do men believe women who come forward? How do men accused of harassment influence perceptions of the case and victim? And, moving forward, what do women want from their male allies? In order to move from awareness to action on sexual harassment, this symposium provides novel insights into men's role in the push for gender- equitable organizations.

Gender Differences in Perceptions of Women's Experiences of Interpersonal Objectification

Olivia Foster-Gimbel; New York U.

Renee Engeln; Northwestern U.

Benevolent Heroes? Men's Protective Paternalism Towards Female Victims

Amelia Stillwell; Stanford GSB

Alleged Harassers' Response Affects Third Parties' Reactions to Sexual Harassment Victims

Rachael Goodwin; U. of Utah

Michelle Katherine Chambers; U. of Utah, David Eccles School of Business

Samantha Dodson; U. of Utah, David Eccles School of Business

Aida Davani; U. of Southern California

Morteza Dehghani; U. of Southern California

Jesse Graham; U. of Utah, David Eccles School of Business

Kristina Diekmann; U. of Utah

Perceptions of Male Allies in the Feminist Movement

Preeti Srinivasan; Stanford GSB

Jun Won Park; Yale School of Management

Sidney Saint-Hilaire; Yale U.

Michael W. Kraus; Yale School of Management

Real-time Open

SYMPOSIUM

DIVERSITY

PRACTICE

RESEARCH

THEME

LIVE - OPEN

TIM

TIM Emerging Scholar Presentations (session 504)

Asynchronous

MEETING

ASYNCHRONOUS

INDAM

IM

Broadening Our Sight on Research Partnerships in India (session 506)

This PDW seeks to fulfill the mission of the Indian Academy of Management to build a vibrant and supportive community of scholars by expanding opportunities to connect and explore new ideas. In addition, this PDW is designed to serve the specific goal of building research capabilities within India. The PDW addresses this year's theme of broadening our sight on key challenges in the Indian context and is primarily targeted at researchers/young scholars in India who are just beginning to develop a research stream, and scholars elsewhere seeking to conduct research in India. The mentoring relationships and research partnerships formed during this PDW will hopefully translate to more impactful and higher quality scholarly output.

Pre-Registration is required for this session.

Asynchronous

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

ENT

OMT

Fifty Shades of Entrepreneurial Action: Engaging Contextual, Processual and Non-Deliberative Facets (session 508)

Following McMullen & Shepherd's (2006) influential conceptualization of Entrepreneurial Action (EA), the study of EA has been identified as a key concept in understanding entrepreneurship. Going forward, we identify three challenges facing EA research. Firstly, recent work has suffered from insufficient attention to context (Dimov, 2018; Welter, 2011; Welter, Baker & Wirsching, 2019). Secondly, EA is sometimes treated explicitly as a process, but not consistently (Wood et al., 2019; Packard et al., 2017; Gartner, 2014). Lastly, while McMullen & Shepherd's definition assumes that EA is intendedly- rational, there is a need for inclusion of non-deliberative logics as sources of EA (Lerner, Hunt & Dimov, 2018). With this 2.5-hour PDW, we endeavor to bring together myriad expert perspectives to better appreciate the diversity of contextual, processual as well as non- deliberative facets shaping entrepreneurial action (as well as inaction!) (EA/I), and consequently, help build an appreciation of EA/I as a multi-stage, multi-level process.

This is an inclusive, interdisciplinary conversation and open to not only ENT Division members but also relevant to STR, OMT and OB Divisions, amongst others. All are welcome. Having said that, we do suggest that you have some appreciation of the Entrepreneurial Action construct and/or some appreciation of Action Theory. We would highly recommend that you read McMullen & Shepherd's seminal piece (2006) on the same. If you have any questions, please feel free to write to the organizers – Anna Long (Anna_Long@baylor.edu), Ketan Goswami (kgoswami.phd@ivey.ca) and Trey Lewis (jlewis88@vols.utk.edu). We look forward to you joining us for an invigorating conversation! Pre-Registration is required for this session.

Asynchronous

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

MED

OMT

The Third Mission and the Transformation of the Traditional Business School (session 509)

Universities and their business schools are engines of the knowledge-based economy. Over the past twenty-five years, a 'Third Mission' for universities has been articulated in addition to the traditional missions of teaching and research. No longer are universities simply teaching and research institutions—they are now increasingly expected, and often required, to engage formally with the local economy, government, and with society. Shifting policy imperatives towards increasing the scope and magnitude of externally-oriented engagement have served as a catalyst for institutional change that is markedly redefining the traditional role of universities and business schools. Indeed, the commercial engagement of universities with the local economy has become a cornerstone of national and regional innovation policies. This professional development workshop will provide participants with a greater understanding and appreciation of the rewards and risks associated with transforming business schools in pursuit of a Third Mission. While exploring the notion of the Third Mission as it relates to the traditional business school, this workshop will explore the institutional, economic, and political forces that impede business schools and their academic faculty from fully embracing it. The workshop will focus on identifying the ways that business school faculty attitudes and behavior might be shifted in support of the Third Mission, while addressing the many inherent tensions, conflicts, and contradictions that problematize this shift.

Asynchronous

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

MC

ODC

Exploring the Professional Identity of Scholar-Practitioners from Multiple Perspectives (session 510)

Management scholar-practitioners have one foot in the world of research and the other in the world of practice (Tenkasi & Hay, 2008). Their professional identity inherently makes them boundary spanners between groups, such that they are comfortable in multiple groups, but do not fully “fit in” with any of them (Bartunek & Rynes, 2014). In this workshop we explore that professional identity from the perspectives of multiple fields: management consulting, organization development, psychology, finance, engineering, information technology, human resources, and medicine. Each perspective on the scholar-practitioner reveals an identity that is both similar to and different from the others. Exploring these perspectives will lead to a greater understanding of our hybrid roles for the participants.

Asynchronous

TEACHING

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

MED

AFAM

Rethinking Management Education in Africa: Ethics, Quality of Scholarship, and Knowledge Production (session 511)

This Professional Development Workshop (PDW) brings together management scholars and educators who are interested in management education in Africa to discuss the proliferation of business schools in Africa by examining their impact on the quality of management education, the ethical issues and implications of management education, and factors related to the production and dissemination of management knowledge and scholarship through research. The PDW will include three sections. The first section will consist of brief presentations of four topics from a group of management scholars. These presentations will lay the groundwork for group discussions aimed at identifying issues and the state of management education in Africa with special emphasis on the quality, ethical challenges, and the environmental challenges affecting research productivity of business school faculty. The second section will consist of roundtable group discussions among attendees to identify emerging research topics and suggest recommendations for solving the issues discussed in the first section. The third section will consist of a general discussion outlining the key research avenues to pursue and integrate major themes into a unified framework for developing actionable recommendations to advance the quality of business education, ethics and knowledge creation in Africa. The deliverables of the PDW are twofold: 1) develop a networking opportunity for researchers who are interested in business and management research in Africa, and 2) formalize the recommendations so it could be shared with the Association of African Business Schools (AABS) Deans.

Asynchronous

TEACHING

INTERNATIONAL

PDW (WORKSHOP)

ASYNCHRONOUS

OB

Get Ready for Working With AI: AI Influences on Both Employees and Organizations (session 84)

The papers in this symposium examined AI when it is adopted in different stages and used to perform different roles, and its impact on both employees and organizations. Specifically, in terms of adoption stage, the papers focus on the impact of AI before and after it is adopted. As to AI's role in organizations, the studies focus on AI's influence on employees' reactions when it is used to make performance appraisal and perform leadership roles. Last, considering the potential downsides caused by AI development, innovation responsibility of organizations is important.

The Influence of Automation Potential on Job Insecurity: An Incoming Threat

Jieqiong Cao; National U. of Singapore

How Does Algorithmic Assessment Affect Users' Idea Contribution and Innovation in Crowdsourcing?

Yang Liu; National U. of Singapore

Kenneth Guang-Lih Huang; National U. of Singapore

I, Robot - or Leader? Investigating Transformational and Transactional Behavior in Robot Leaders

Jakub Edward Cichor; Technische U. München

Sylvia Hubner; National U. of Singapore (NUS)

Claudia Peus; Technical U. of Munich

Franziska Emmerling; Technische U. München

Responsible Innovation: The Development and Validation of a Scale

Stephen Xu Zhang; U. Of Sydney

Afreen Choudhury; U. Of Sydney

Liangxing He; Business School at Nankai U.

Real-time Open

SYMPOSIUM

LIVE - OPEN

AAM

Meeting the Editorial Team of Asia Pacific Journal of Management (APJM) (session 85)

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

ESOPS & The Legal Context Of HRM (session 86)

How Do Managers Fire Employees? A Theoretical Model of Termination Decision Making

Designated as a "Best Paper" for HR

Author: **Lyonel Laulié**; U. of Chile

Author: **Boram Do**; Yonsei U.

Author: **Gabriel Ignacio Briceño**; U. de Chile

In spite of the theoretical and practical importance of understanding involuntary turnover in organizations, few studies have explored termination decisions from a managerial perspective, with the vast majority of research focusing on the effects of involuntary turnover on terminated or remaining employees. Drawing from the theory of performance and the model of repeated decision making, we propose and test a theoretical model that explains how individual managers decide to terminate other individuals within organizations. Using a policy capturing method with a sample of 3,300 termination decisions about 30 termination scenarios from 110 participants, we found evidence that perceptions of task performance, contextual performance, and termination costs are significant determinants of a termination decision. We also found individual-level cross-level effects, such that individuals with previous termination experience put a higher weight on task performance when making termination decisions. Theoretical and practical implications are then discussed.

[view paper \(if available\)](#)

Legal Compliance and Human Resource Practitioners: A Reasoned Action Approach

Designated as a "Best Paper" for HR

Author: **Shayna Frawley**; West Chester U. of Pennsylvania

Author: **David J. Doorey**; York U.

Author: **Marie-Helene Elizabeth Budworth**; York U.

Author: **Parbudyal Singh**; York U.

Although violations of work law are a widespread issue in industrialized countries and HR practitioners play a leading role in promoting compliance, limited research has explored how HR practitioners interact with regulations governing work. Using the reasoned action approach as a theoretical framework and a survey of Canadian HR practitioners analyzed through bootstrapped multiple regression, this exploratory study examines how HR practitioners decide to comply (or not comply) with work law. Findings indicate that reasoned action models are very well-suited to examine compliance at an individual level. Perceived norms, self-efficacy, advantages/ disadvantages, attitudes, self-assessed legal knowledge, and tenure all directly influence compliance, and a number of indirect relationships were also significant (particularly involving risk). Contrary to expectations, practicing HR in a unionized firm and having a professional HR designation had a weak influence on compliance. The implications of this study are discussed, as are limitations and opportunities for future research.

[view paper \(if available\)](#)

CEO Positive Framing and Employee Participation in ESOPs

Designated as a "Best Paper" for HR

Author: **Jiangyan Li**; Sun Yat-Sen U.

Author: **Marie Dasborough**; U. of Miami

Employee stock ownership plans (ESOPs) can increase employee productivity and improve firm performance, but we know little about what encourages employee participation in ESOPs. This study investigates the influence of CEO positive framing in public speeches on employee participation in ESOPs. CEO positive framing can increase employee ownership when employees internalize CEOs' positive beliefs about firms' accomplishments and prospects, but can also decrease employee ownership when employees question the credibility of CEOs' positive framing. Using a sample of 3,144 U.S. listed firms from 2002 to 2013, we find that CEO positive framing increases employee participation in ESOPs. In addition, CEOs' internal attributions ("who") in public speeches weaken the effectiveness of their positive framing on employee participation in ESOPs, while CEOs' language concreteness ("how") and CEOs' present focus ("when") strengthen the effectiveness. Findings from this study advance employee ownership research by highlighting the important role of CEOs' public language use in promoting employee ownership.

[view paper \(if available\)](#)

The Impact of Obesity Level on the Relationship Between Weight Bias and Employment Discrimination (WITHDRAWN)

Designated as a "Best Paper" for HR

Author: **Dongyuan Wu**; Fudan U.

Author: **Mark V Roehling**; Michigan State U.

Author: **James Dulebohn**; Michigan State U.

Despite the recognized heterogeneity among obese individuals, research in the weight discrimination in employment literature has, overwhelmingly, ignored potential differences in the functioning of weight bias across target obesity levels. This study helps address that limitation. We used an experimental design involving a simulated hiring decision task and manipulating multiple levels of job applicant weight (normal, obese, morbidly obese) to examine whether 1) the underlying mechanisms of weight discrimination (automatic or controlled) vary across target obesity levels (obese versus morbidly obese), and 2) the relationship between weight bias measures (explicit and implicit) and discriminatory behavior varies across target obesity levels. Participants' hiring decision response times indicated that discrimination toward obese job applicants involves a more controlled (cognitive) process, whereas discrimination toward morbidly obese job applicants involves a more automatic process. Further, the relationship between both weight bias measures and discrimination in hiring decision varied significantly across job applicant obesity levels; weight bias measures, both explicit and implicit, have predictive validity for obese candidates, but not for morbidly obese candidates. Overall, the results, point to the need for future research to give greater attention to the ways in which discrimination against morbidly obese individuals may function differently than discrimination against individuals who are merely obese or overweight. Implications and future directions are discussed.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

SAP

SAP Virtual Café Asia/ Australia (session 87)

Real-time Open

LIVE - OPEN

MEETING

Saturday, 8 August



INDAM

MSR

Can Spirituality Broaden the Sight of Management? Indian Perspective (session 512)

Asynchronous

INTERNATIONAL

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

MSR

Broadening our Sights with Global Perspectives on Humanistic Management (session 89)

This PDW provides insights and global perspectives for a broader vision of what management is and can be. Humanistic management draws on universal insights about human organizing and presents a broader and more accurate perspective for successful human organizing than the traditional economic perspective. In this PDW participants from across the globe will share their insights and co-create further collaborations for humanistic management research, teaching, and practice.

Real-time Open

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

LIVE - OPEN

OB

Social Networks and Inequality: Where Do We Go from Here? (session 90)

Research finds that social networking is often based on homophily principles (McPherson, Smith-Lovin, & Cook, 2001) and old boys' club memberships (Schmuck, 1986), thus leading to unequal treatment and extraction of benefits across different individuals. Recently, questions - such as 1) who has higher likelihood to create effective social network ties and 2) who capitalizes on social network ties more efficiently - have begun to permeate scholarly interest. However, little is known about the motivations driving individuals to utilize their social networking for professional advancement, the extant barriers allowing some people to utilize their networks more efficiently than others, and the potential consequences of such utilization for inequality. In this symposium, we explore the intersection of social networks and inequality by investigating how disadvantaged individuals (by gender or SES) create and utilize their social network ties. Further, we explore core motivations (loyalty) and barriers (gender stereotypes) that intervene with individuals' likelihood to create and utilize their social network ties, by looking at the utilization of social networks and the imminent consequences from such utilization. In four presentations, we tackle questions that will contribute to a greater understanding of how precisely social networks and inequality interplay with one another.

Gender and Networking: Building and Benefiting from High-Status Ties in the Workplace

Meredith Lauren Woehler; Vanderbilt U.

The Role of Family Structure and Gender in the Formation of Network Ties

Francesca Nannetti; ESSEC Business School

Jill Perry-Smith; Emory U.

Gender-Stereotyping of Brokerage Behaviors & Brokerage Returns

Raina A. Brands; London Business School

Aren't You Loyal? How Ethics and Obligation Determine Loyalty-Driven Nepotistic Behavior

Teodora Tomova; NYU Stern

John Angus Hildreth; Cornell SC Johnson College of Business

Real-time Open

SYMPOSIUM

RESEARCH

LIVE - OPEN

OMT

OMT Global: Doing Organizational Research Around the World (session 92)

The Organization & Management Theory Division proposes to host a “Global PDW” for the third consecutive year at the 2020 Annual Meeting of the Academy of Management, titled “Doing Organizational Research Around the World”. The objective of the workshop is to (1) Get high quality and specific feedback on research, based on international settings, from experienced mentors; (2) To build networks with scholars across the world with similar research interests; and (3) Discuss common challenges and opportunities of planning, implementing, and publishing high quality organizational research using international settings.

If you have research that uses a setting outside North America, and your research focuses on organization and management theory related topics, we encourage you to apply. To facilitate close personal engagement and feedback from the mentors, space for this consortium is limited and participation is by application only. Applications consist of a research proposal of an unpublished study based in a setting outside North America. The research proposal should not exceed 4000 words (this word count includes all text in the charts, graphs, diagrams, etc. and references). Please be sure to include a clear description that summarizes the research question, findings, and theoretical and substantive contribution. Please send your abstract to aomomtglobal@gmail.com by May 15 2020. Contact the session organizer to obtain the approval code.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

INTERNATIONAL

RESEARCH

CAR

HR

OB

OCIS

ODC

How to Manage Academic Collaborations: Tips and Strategies from Team Scholars (session 91)

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

Real-time Open

LIVE - OPEN

PRACTICE

RESEARCH

THEME

PDW (WORKSHOP)

INDAM

Is there a thing called Indian Management? (session 93)

Real-time Open

LIVE - OPEN

RESEARCH

INTERNATIONAL

PRACTICE

TEACHING

THEME

PDW (WORKSHOP)

MBR

Coaching and Mentoring Room (session 517)

Stop by the Career Services Volunteer Registration table or the Career Services Office to sign up for a candidate coaching session. To prepare for your session, bring a copy of your CV/cover letter and interview schedule (if you have it) and meet one-on-one with a seasoned faculty member who will review your materials or walk you through a mock interview. You can find us in the Vancouver Convention Centre East-Meeting Level.

Asynchronous

MEETING

ASYNCHRONOUS

STR

**Strategic Management Division (STR)
Dissertation Consortium Part 2
(session 99)**

Real-time Open

TEACHING

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

STR

**Strategic Management Division
Doctoral Consortium 2020, Part 2
(session 98)**

The Strategic Management Division will sponsor a Doctoral Consortium during the pre-conference period of the 2020 Annual Meeting of the Academy of Management. The objective of the Doctoral Consortium is to support students in their PhD programs. The Consortium will focus on providing participating students with opportunities to discuss their dissertation proposals in small groups with distinguished faculty and peers, and to learn about various academic and professional steps and tasks they will encounter in the senior years of their doctoral studies and thereafter. To qualify for the consortium, a candidate must be at the proposal stage of his or her dissertation. Application requirements will be announced on the STR listserv (February/March) and in the Spring STR Newsletter. By invitation only.

This session will be held offsite at Simon Fraser University's downtown campus. Registration information is posted in the STR Digest and Newsletter. For more information please contact John Joseph (johnj2@uci.edu) or Isin Guler (guler@unc.edu).

Real-time Open

TEACHING

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

OB

HR

Multilevel Trust in Organizational Contexts: Insights, Challenges, and Future Research Directions (session 519)

Trust in organizational contexts is multilevel in nature with top- down influences from the environment and system and bottom-up effects of interactions and processes jointly affecting trust. However, research at different levels of analysis has largely developed independently with little cross-fertilization. This is despite recent work suggesting trust is not isomorphic across levels, and that a multilevel approach to trust should provide a more nuanced and realistic understanding of its roles and functions in organizations. To address these challenges, this PDW takes a focused multilevel perspective on trust in organizational contexts. It brings together ten leading international trust scholars to offer new conceptual developments and empirical insights on the multilevel nature of trust, drawing on their contributions to a forthcoming SIOP (Society for Industrial and Organizational Psychology) Organizational Frontiers Series volume to be published in 2020 entitled Trust in Organizations: A Multi-Level Perspective (edited by Nicole Gillespie, Ashely Fulmer, & Roy Lewicki). Collectively, the panel and roundtable discussions will clarify what we currently know about trust from a multilevel perspective, discuss forthcoming conceptual and empirical advances, highlight various options and methods for applying a multilevel perspective to trust research, and set out a future research agenda for the field. The workshop will be of relevance to scholars and PhD students interested in obtaining a deeper understanding of trust in organizational contexts, and how multilevel theory and analysis can inform future trust research.

Registration for this event is required due to the limited number of spaces.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

ONE

SIM

SIM-ONE Junior Faculty Consortium (session 97)

The Junior Faculty Consortium (JFC) is an annual event that provides an opportunity for early career faculty members and postdocs that are members of the Social Issues in Management (SIM) or Organizations and/or the Natural Environment (ONE) division to network with senior faculty members and develop their research ideas. This year, the lead host for the JFC is the ONE division. The JFC is routinely over- subscribed and often cited by participants as one of the most worthwhile experiences of their Academy Annual Meeting. By bringing together junior and senior faculty that span ONE and SIM divisions, the JFC is well positioned to contribute to the Academy's mission to "build a vibrant and supportive community of scholars by markedly expanding opportunities to connect and explore ideas". The goals of the session are twofold: (1) provide junior faculty with an opportunity to meet and interact with other junior and senior scholars in the field, and (2) discuss research ideas, career trajectory, publication issues, and non-research issues salient to the junior faculty's current position. In addition to getting feedback on a working paper, we have designed activities to generate dialogue around issues such as building a coherent research and teaching program in time for key evaluation milestones (like contract renewals or tenure decisions); funding; developing a scholarly identity; balancing work and life as an early career scholar; and publishing specific issues such as navigating the review process, determining 'fit' between a paper and journal, and getting ONE/ SIM scholarship placed in leading journals.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

RESEARCH

TEACHING

RM

IM

STR

MED

OB

OMT

ENT

What Is 'Systematic' About Systematic Literature Reviews? (session 527)

In this PDW, we will offer (1) a lively intellectual discussion with journal editors at leading management journals on the best approaches and best practices for systematic synthesis of management literature, and (2) a hands-on training session on how to design systematic literature reviews, describing methodological innovations for conducting them and more rigorous standards for reporting them. First, we will discuss the purpose of systematic literature reviews (compared to other types of literature reviews) and their relevance for advancing management scholarly efforts. Second, we will illuminate why most literature reviews often fall short of their potential, and how unrecognized variance in methodological rigor undermines the usefulness of different types of reviews for evidence-based management. Third, we will present state-of-the-art techniques and approaches for conducting systematic literature reviews; in doing so we show how adoption of advanced systematic review practices facilitate an accumulated body of knowledge to guide in management scholarship and practice. There will be opportunities to both interact with journal editors and participate in interactive activities designed to advance skills for planning, selecting, formulating, conducting, reporting, and publishing systematic literature reviews.

This workshop consists of two parts: 1) Panel with journal editors, and 2) Hands-on training session. Attendance is open as long as space permits.

Asynchronous

TEACHING

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

08:00 EDT - 10:30 EDT

Saturday, 8 August

OMT

RM

CM

HR

TIM

Introduction to Social Network Analysis (session 526)

Social network analysis is a field of study that focuses on social relations among a set of actors — people, teams, and organizations — rather than focus on the attributes of the actors. Network researchers have developed a set of distinctive theoretical perspectives and methodological techniques for collecting data, statistical analysis, and visual representation. This PDW's goals are to: Introduce members of the Academy of Management to social network theory and analysis; Discuss both micro and macro management research based in social network theory; Introduce participants to UCINET and other social network analysis tools; Guide participants on how to learn more about social network analysis

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OB

HR

ODC

MED

Broadening Our Impact: Publishing in HBR, SMR, CMR, & PSJ (session 520)

Many research studies have commenced with the hope they will have significant theoretical and practical implications and that these implications will be published. Many researchers want to make a difference within their scholarly communities as well as within organizations where managers and professionals practice. Yet these important insights are often not read by "real world" leaders, managers, and professionals. In our quest to be more inclusive in sharing our research it is increasingly important to consider new ways of providing managers greater access to our research findings. This PDW focuses on how researchers can have greater impact on practice by thinking about practical implications early on in the project development and by publishing in journals that are circulated beyond the Academy. Senior editors representing "bridging" journals (Harvard Business Review, MIT Sloan Management Review, People + Strategy Journal) will share insights on how to publish in venues that impact both academics and practitioners. In addition, researchers will share a priori research development strategies that set up projects with a greater chance to make a difference beyond the Academy in the "real world" to improve lives. Researchers and editors will lead a highly interactive and participative session on this topic, which will include audience dialogue and roundtable discussions.

Asynchronous

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OSCM

RM

Common Methodological Problems in Operations Management Research and How They Can Be Addressed (session 96)

Increasing methodological sophistication of quantitative empirical research creates a challenge for the traditional journal review process. First, as the methodological toolbox of empirical researchers expands, it becomes more difficult to find reviewers that are able to check these methods. Second, studies using leading edge techniques may not explain these techniques and their results in the clearest possible way. To address these issues, Journal of Operations management has introduced a separate methods review track along with the traditional review process. In this PDW, we explain the common methodological problems from simple research design issues to complex data analysis issues that prevent articles from being published in the journal and how these issues could be potentially addressed by authors. This PDW has two goals: First, we will provide an overview of the common problems in submitted manuscripts and explain some potential reasons for these problems. Second, we will present ways that these problems can be either avoided or addressed by authors. Ultimately, the workshop aims to improve the methodological quality of the manuscripts submitted to the journal.

Real-time Open

RESEARCH

LIVE - OPEN

PDW (WORKSHOP)

TIM

MED

Innovating How We Teach innovation: Digital Design, Making, and Crowdsourcing (session 532)

ENT

STR

Rationality in the Entrepreneurship Process: Is Being Rational Actually Rational? (session 513)

The 2020 version of the “Innovating How We Teach Innovation” Professional Development Workshop (PDW) builds on the success of four prior PDWs and addresses topics that will have a substantial impact on innovation education and pedagogy over the next five years. The first topic focuses on the role of digital design, and how we employ new digital technologies to prototype and test ideas. The second topic is on the role of makerspaces in fostering inclusive environments for innovation. The third topic is on using experiential approaches to teaching crowdsourcing, involving students not only on the concepts but the practice of crowdsourcing. For each of the three topics, there will be short presentations from faculty actively engaged in each area, followed by Q&A. In the second half, the PDW features roundtable discussions among presenters and PDW attendees to exchange experience around these three topics and report out findings to the group.

Asynchronous

TEACHING

PDW (WORKSHOP)

ASYNCHRONOUS

In this Professional Development Workshop (PDW), we aim to explore the topic of entrepreneurial rationality and discuss what it is, what it does, where it comes from, who has it, how and why it works, and the contextual factors that influence when it does and doesn't work. We also aim to illustrate how new methods of research such as neuroscience, biology, or virtual reality simulators might facilitate a deeper examination of questions around entrepreneurial rationality and irrationality. In this PDW, the goal is to surface multiple unanswered questions regarding how entrepreneurial decision-making should occur (along with our more commonly considered questions of how it currently does occur). In this collaborative and interactive session, participants will identify areas of mutual interest in order to develop projects that might result in manuscripts for submission to the special issue in Journal of Business Venturing on rationality (due date December 1, 2020).

No registration needed. Please email Jeff Pollack (jmpolla3@ncsu.edu) with questions.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

IM

MED

Building Meaningful International Collaborations (session 516)

The Building Meaningful International Collaborations PDW is intended to foster and create new rich collaborations with colleagues around the world through sharing experiences and best practices of international research and teaching endeavors, with a mind to breaking the barriers associated with the different national and topical locating of colleagues. It is part of a series of such PDWs that commenced in 2008. This session answers the conference theme challenge, "How can the Academy of Management serve the diverse interests of its global membership?" The conference theme statement notes that the Academy of Management aims to "inspire and enable a better world through our scholarship and teaching about management and organizations." Addressing this with an expansive international exchange is an approach imbued with the spirit of innovation spawned by diversity that the 2020s ought to support. Some nations have rich traditions of international collaboration and have many strong centers of research. However, other countries might have one institution that is the center of international collaboration or in some cases might have several competing centers that dissipate the resources available for such ventures. Bringing together scholars and academics from nations that have been underrepresented in cross-country partnerships with those from well-funded and experienced institutions will enhance our discipline of Management. The workshop will be focused on collaborations among academicians, their students, NGOs, government institutions, and businesses s will open new ways and methods of collaboration among them. It is hoped that these exchanges will lead to future collaborations among the presenters that will be productive and successful both in research as well as in teaching areas.

Asynchronous

TEACHING

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

MED

ENT

GDO

HCM

HR

Teaching Bootcamp: A MED Interactive Workshop (session 518)

Asynchronous

TEACHING

PDW (WORKSHOP)

ASYNCHRONOUS

Service Learning and Change: Workable Models for Project-Oriented Learning (session 524)

Service-learning, action research, experiential learning, 'capstone' projects, and corporate social responsibility (CSR) are all popular topics in the literature as well as being featured within the curricula of undergraduate and graduate management programs. This PDW explores the amalgamation of these constructs as a way to accomplish multiple educational and institutional goals while optimizing the opportunity to provide learners with valuable field experiences. The model used by the facilitators of this PDW helps learners internalize key management theory as they help client organizations execute planned change using a value-set that emphasizes the transference of the students' change-related skills into the client system. This PDW aligns with the conference theme, "Broadening our Sight," as it encourages academics and practitioners to continue to foster opportunities for learners to develop within the management field as well as to contribute to the resolution of pressing challenges faced by societies in the 21st century. Keenly aware that there are many approaches to this work, the PDW is structured to welcome diverse perspectives and interests, be highly interactive, and emphasize sharing knowledge and conceptualizing new ideas, processes, and practices for service learning experiences with an emphasis on organizational change. We expect attendees to include a cross-section of colleagues who have extensive experience with service learning as applied to organizational change as well as colleagues who are interested in growing their own efforts from the ground up.

Asynchronous

TEACHING

PDW (WORKSHOP)

ASYNCHRONOUS

Nuts and Bolts of Research on B Corps: Empirical Methods and Research Design (session 525)

Research on Certified B Corporations, commonly known as B Corps, has grown manifold in the past few years. With a strong mission to pursue social good, B Corps offer a bounded phenomenon for scholarship in areas of sustainability, entrepreneurship, and corporate social responsibility. The many layers in the B Corp phenomenon, ranging from a comprehensive certification mechanism to Benefit Corporation legislation have attracted a wide array of research questions and continue to inform theories related to institutions, social movements, social evaluations, certification, and categories. Further, as avant-garde social enterprises that are also for-profit, B Corps are a new context for entrepreneurship scholars to test mainstream theories and push new boundaries of understanding. In responding to the increasing plurality of research on B Corps, this PDW aims to help the research community define and push boundaries of B Corps research, especially as related to empirical methods and research design. In this PDW, we will take stock of the vibrant research in this area, showcase compelling research approaches, and discuss challenges and opportunities ahead. We have invited accomplished B Corps researchers to present and participate in the panel discussions. The panel discussions are open to everyone. We will also organize a small group table discussion session to help participants develop their B Corp-related papers. The organizing team and many of the table facilitators have conducted similar workshops in other settings, such as the Global B Academics Roundtable, and have the experience to skillfully facilitate such discussions.

The small group paper sessions are by invitation only. Pre-Registration is required. Please contact the session organizer to obtain the approval code.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OMT

STR

For a Limited Time Only: A Practice-Based View of Strategizing in Temporary Organizations (session 529)

Temporary organizations – organizations that are deliberately created with a starting point and termination date – reshape organizing practices that are common to permanent organizations. Organizational permanence is still the taken-for-granted assumption in much of strategy and organizational research. Finite temporal horizons create tensions and paradoxes that challenge existing generic practices and give rise to new practices. Temporal routines are disrupted or discarded. Coordination and collaboration in temporary organizations is subject to the forces of “isochronism”, whereby actors must subscribe to common timing norms if they are to accomplish the goals set for the temporary organization. Strategizing temporary organizations therefore calls for greater awareness of temporal structures - the temporal rhythms that pace behaviour and the temporal constraints that shape practices. The purpose of this PDW is to bring together researchers who are working on temporary organizations and temporary organizing with a view to focus on a practice-based view of temporary organizations and temporary organizing that explicitly takes account of temporality. This PDW is also an opportunity for researchers who follow a practice-based view of organizations to engage with researchers that work on temporary organizations and temporary organizing.

Asynchronous

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

Teaching CSR, Ethics, Sustainability: Case Teaching, Computer-based Simulation, Consulting Projects (session 530)

The Social Issues in Management (SIM) Curriculum Development Committee (CDC) proposes to present a pedagogical Professional Development Workshop (PDW) featuring state-of-the-art, high-impact teaching exemplars and innovative curriculum ideas. This PDW will showcase five professors who teach corporate social responsibility (CSR), ethics, and/or sustainability utilizing experiential learning methods (e.g., case studies, experiential class activities, service-learning consulting projects, computer-based simulations) to complement traditional lecture-discussion formats. In this PDW each panelist will first share their teaching tips, after which attendees will participate in roundtable discussions. At the end of the PDW, attendees will receive a teaching resource packet with a comprehensive list of case studies, experiential class activities, service-learning consulting project ideas, computer-based simulations that they can use in teaching CSR, ethics, and/or sustainability. The PDW does not require pre-registration and is open to all AOM members.

No pre-registration is required.

Asynchronous

TEACHING

PDW (WORKSHOP)

ASYNCHRONOUS

ENT

STR

OMT

From Firm to Industry: Bridging Levels of Analysis in Qualitative Research in Entrepreneurship (session 514)

The goal of this workshop is to bring together scholars interested in conducting research on entrepreneurship topics using qualitative data at the firm and industry levels of analysis. Despite increased interest in these levels of analysis using qualitative data, there has been minimal dialogue across scholars from these two approaches.

Firm level analysis allows for the in-depth examination of new venture processes, while industry level analysis has been used to explore the emergence of new industries or the dynamics of entry, exit, and survival of a population of new ventures. Yet, while each of the two approaches has its distinct benefits and, at times, emphasis on different data sources (e.g. interviews vs. archival data), they also share commonalities (e.g. topical interests) and exhibit potential complementarities (e.g. exploring the fine-grained actions of new ventures in an industry over time). In this PDW, we bring together scholars with a track record of publishing rigorous research at the firm and industry levels of analysis using qualitative data to share their experience and create a dialogue. Ultimately, the goal of this PDW is to seed a community of scholars interested in using qualitative data to examine firm and industry level dynamics in entrepreneurship.

Part 1 of PDW: Panelist discussion on conducting firm and market/industry level qualitative research. The first half of the PDW (discussion, Q&A) will be open to anyone and no specific requirements are needed to attend. Part 2 of PDW: Roundtable discussions and feedback. For those interested in participating in the second-half roundtable sessions, participants must register by submitting a brief abstract of a current research project using qualitative data to Suho Han (shan33@syr.edu) by July 22, 2020. Each abstract should follow the following guidelines: Two to four pages (maximum, double-spaced); Title page (not included in four page maximum) with author name(s), affiliation(s), experience (e.g. PhD student, faculty), and the project's specific level of analysis (e.g. firm or market/industry); Brief overview of research project (e.g. motivations, research question, research design, initial findings); And two to three questions/challenges related to the project that you would like to discuss or get feedback on. These abstracts will be used to assign attendees to tables for more detailed discussion and feedback among both attendees and panelists.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

ONE

Climate Change (session 95)**Management Scholarship's Contribution to Climate Change Research: A Bibliometric Analysis**

Designated as a "Best Paper" for ONE

Author: **Franz Wohlgezogen**; Faculty of Business and Economics, U. of Melbourne

Author: **Angela McCabe**; La Trobe U.

Author: **Tom Osegowitsch**; Department of management and marketing, The U. of Melbourne

Author: **Joeri M. Mol**; U. of Melbourne

As climate change pervades natural and social systems, the integration of social sciences in interdisciplinary climate change research is crucial but often lacking. In this study, we use bibliometric analyses of management research on climate change to understand how management scholars have navigated interdisciplinarity, and what impact their efforts had on top-tier climate change research. We find that management scholarship (1) features substantial engagement with an interdisciplinary knowledge base through backward references, and (2) fails to attract the attention of climate change research in top-tier interdisciplinary journals, as evidenced in very low and stagnant forward citations.

[view paper \(if available\)](#)

Return on Carbon: Profit and Social Costs of Greenhouse Gas Emissions

ONE Division Best Student Paper Award

Designated as a "Best Paper" for ONE

Author: **Angie Otteson Fairchild**; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

How can firms embrace sustainability and financial performance? We seek to establish a new measure and concept – Return on Carbon (ROC) – that can help expand our perspective on the costs and benefits surrounding climate-disrupting greenhouse gas (GHG) emissions and shift managers' agenda to treating them as scarce and valuable inputs that have literal financial value – to be managed efficiently in order to generate profits. In particular, ROC captures profits that accrue to firms, normalized by their total volume of GHG emissions. While similar to conventional measures of firm performance, ROC compares the financial value produced for each unit of GHG emissions against the estimated social and regulatory costs of those emissions. This "new way of seeing" provides an opportunity to contextualize the financial value that firms generate within the broader social, environmental, and regulatory costs of GHG emissions. We first compare ROC to other eco-efficiency metrics used in the existing literature in management and ecology and then discuss comparable estimates of the costs of carbon from an ecological, social, and policy perspective. Finally, we offer a discussion of the ethical implications of these findings from the perspective of firms, regulators, and society.

[view paper \(if available\)](#)

Issue Framing and Environmental Performance: The Moderating Effect of Board Age

Designated as a "Best Paper" for ONE

Author: **Frederik Dahlmann**; U. of Warwick

Author: **Stephen Brammer**; U. of Bath

Author: **Layla Jayne Branicki**; Macquarie U.

Do firms conceive of imperatives to improve their environmental performance as threats to their current activities or as opportunities to do things in better and more sustainable ways? What role does the age of firms' boards play in how environmental issues are interpreted and responded to? In this study, we address these questions by drawing on theories of managerial cognition and issue interpretation. Specifically, we theorize the role of threat and opportunity framings on corporate environmental performance and examine the role of board age as a critical moderator. We find that significant environmental performance improvements of firms with older boards are more likely to arise when they perceive of material physical and regulatory climate risks. Improvements in the environmental performance of younger boards, in contrast, is more likely to be provoked by a recognition of significant opportunities associated with the climate crisis. Thus, we show that board age plays a critical role in how environmental risks and opportunities are responded to. Given the ageing of working populations in many societies, these findings are of potentially significant importance to the achievement of a transition to a low carbon economy.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

HR

Innovations in Research on Pay (session 94)

How Employers and Employees React to Rising Pay Transparency Expectations: An Exploratory Study

Designated as a "Best Paper" for HR

Author: **Lena Göbel**; LMU Munich

Author: **Ingo Weller**; LMU Munich

Author: **Anthony J. Nyberg**; U. of South Carolina

Pay transparency regulations aim at reducing economic inequalities such as pay discrimination and the gender pay gap. However, such regulations do not necessarily lead to more transparency and less discrimination. We add to pay transparency scholarship by studying the employer—employee interactions that unfold in the course of the implementation of a new pay transparency law. More specifically, we explore the quasi-causal effects of the "Transparency in Wage Structures Act" (TWSA) in Germany through a comprehensive survey data analysis. We show that – in spite of the law – plants remain passive, and hardly contribute to more pay transparency. We also show that employees in TWSA plants communicate more about their pay, such that the TWSA increases pay transparency through a bottom-up, informal process rather than through mandated plant-based transparency. At the same time, employees report a decrease in pay satisfaction and organizational citizenship behaviors. We discuss these results, and outline theoretical and practical implications.

[view paper \(if available\)](#)

Horizontal Pay Dispersion and Collective Performance

Winner of HR Division Best Conference Paper Award

Designated as a "Best Paper" for HR

Author: **Zhengtang Zhang**; Nanjing U.

Author: **Wei He**; Nanjing U.

Author: **Zhijie Xing**; Nanjing U.

The effect of horizontal pay dispersion on employee justice perception has long been a theoretical debate and garnered inconclusive empirical findings in the pay dispersion literature. In this paper, we offer a more nuanced examination on the effect of horizontal pay dispersion by differentiating between within-group pay dispersion and between-group pay dispersion. Drawing on referent cognitions theory, we propose a within-group and between-group pay dispersion consistency on employee distributive justice perception. Integrating the individual-level justice mechanism with the collective-level sorting mechanism, we further propose a dual-stage, indirect relationship between horizontal pay dispersion and collective performance via employee justice perception and organizational sorting. We test these arguments through a field study with both objective pay data and multi-source survey data collected on 4,234 bottom-line employees, 1,899 group leaders, and 303 senior managers from 205 branches of a large Chinese company. Our data show that overall horizontal pay dispersion has an indirect, positive relationship with branch performance via employees' distributive justice perceptions and good-performer retention (a subjective measure of organizational sorting) when between-group pay dispersion is high rather than when it is low. This paper contributes to the pay dispersion literature by providing an integrative framework that unravels when and how horizontal pay dispersion benefits collective performance.

[view paper \(if available\)](#)

The Award Goes To... Someone Else: Impact of Performance Award on the Nominees' Work Collaboration

Designated as a "Best Paper" for HR

Author: **Hui Liao**; U. of Maryland

Author: **Qiang Feng**; UIBE

Author: **Chunhua Chen**; National School of Development at Peking U.

Author: **Zhishuang Guan**; U. of Maryland, College Park

Author: **Li Zhu**; Peking U.

Employee award programs are prevalent in organizations. This paper studies a group of employees who have received relatively less attention in the employee award literature – those who were nominated for but did not win the awards (i.e., the nominees). Integrating social comparison with relative deprivation theory and self-evaluation maintenance theory, we identify the nominees' two distinct behavioral tendencies in collaborative performance after the recipients for the awards were announced: (1) promoting collaborations with others in general, but (2) undermining collaborations with award winners in particular. In addition, we examine the temporal dynamics of these effects. Further, we propose that proximity in terms of organizational structure moderates the effects of upward comparison. An empirical investigation using archival data of 61,270 collaborative records among 492 employees over 10 months provided general support for our hypotheses. We found that upward comparison had a long-lasting positive effect on the nominees' general collaborations with colleagues (i.e., lasted longer than 6 months after the announcement of the award winners), whereas a short-lived negative effects on the collaborations between the nominees and the winners (i.e., disappeared after two months). We also found that the effects were stronger if the nominees worked in the same office as the winners and when the work units were smaller. Our theoretical arguments and empirical findings advance the understanding of employee award programs and social comparison at the workplace.

[view paper \(if available\)](#)

Pay Differentials, Work Effort, and Social Undermining: Role of Envy

Designated as a "Best Paper" for HR

Author: **Eunhee Kim**; Cornell U.

Author: **Li-Kuo Sung**; Shanghai U. of Finance and Economics

Author: **Tae-Youn Park**; Cornell U.

This study presents an emotion-based explanation regarding the pay differential effects. Importantly, the authors suggest that pay differential is a "double-edged sword" which can lead to both desirable (i.e., employees' work effort) and undesirable (i.e., employees' social undermining behavior) outcomes. Moreover, the authors propose that emotions, especially envy, play important roles in the effects of pay differentials. It is suggested that a pay differential increase social undermining and work effort behaviors when mediated by envy. Moreover, the authors also suggest that this mediated effect is contingent upon employee's fairness perception about pay and self-esteem. The theoretical model is tested in two settings: a field study of Taiwanese employees with 614 dyads of 186 employees on 46 teams, and an experimental study of 351 employees. The results of two studies show supportive evidence.

[view paper \(if available\)](#)

MOC

The Cognition in the Rough Workshop (session 533)

Are you working on cognition-related research? Would you like to discuss your work with major scholars in the field? The 23rd Annual Cognition in the Rough workshop (CIR) provides an excellent opportunity to discuss your research in an informal, collegial roundtable setting. Each roundtable will have 2 facilitators to give feedback on 3-4 early-stage research papers, allowing plenty of time for discussion. Regardless of whether you are a senior or a more junior researcher, this workshop offers you an invaluable opportunity to receive detailed feedback from scholars who are often editors or on the editorial board of top journals.

Pre-registration is required for this PDW. Interested participants should submit a proposal to cirpdw@gmail.com prior to the submission deadline of June 15, 2020. Submission requirements and instructions are available at <https://moc.aom.org/intherough/cir>. Submissions will be evaluated to ensure fit with the session, and priority will be given to early submissions and first-time attendees. Acceptance notices will be sent in early July. Given space constraints, the expectation for this PDW is that, even for co-authored papers with multiple authors, only one author will attend the PDW to represent the paper. This PDW is intended to help authors develop work in progress and, as a result, we will not accept papers that have already been accepted for presentation elsewhere at the AOM 2020 Annual Meeting. Prospective participants are asked to review and follow submission guidelines carefully. Please contact the session organizer to obtain the approval code.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

CMS

ONE

SIM

Building a Research Agenda and Community for the Anthropocene Epoch (session 102)

This workshop-based PDW brings together scholars in organizations and the natural environment (ONE) interested in understanding and advancing the transition to an Anthropocene Society. The PDW supports the research community emerging around solving the organizational, environmental, social, political, and economic challenges of the Anthropocene, a new global epoch defined by human domination of planet-scale systems (Hoffman & Jennings, 2018). The Anthropocene presents novel, systemic challenges to management and organization practice and research (Crutzen, 2002; Crutzen & Stoermer, 2000; Hoffman & Jennings, 2015; Jennings & Hoffman, 2019). Transitioning to an Anthropocene Society capable of managing planet-scale systems requires re-organizing human activity to operate within the boundaries of systems producing climate regulation, biodiversity, water, food, and other processes essential to human well-being (Steffen et al., 2015; Whiteman, Walker, & Perego, 2013). Many organization theories assume such boundaries do not exist. This PDW contributes to reconsidering those theories and developing new theories needed to transition to an Anthropocene Society.

Real-time Open

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

ODC

ODC Doctoral Student Consortium 2020 (session 100)

The annual ODC Doctoral Consortium is an opportunity for students to receive mentoring from established ODC scholars, make connections with other early-career scholars, and learn about the ODC community. This all-day event will occur on Saturday, August 8 and includes lunch and a light dinner. Pre-registration is required. To register online, please visit <https://secure.aom.org/PDWReg>. The application deadline for first consideration is June 1, 2020. After acceptance, the deadline to register is July 13, 2020. This is a closed session. To attend, you must have applied to the session organizers David Bright (david.bright@wright.edu) or Janina Klein (j.klein@vu.nl). Unfortunately, we are unable to accept you without having done this. Thank you for your interest in the ODC Doctoral Consortium.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

ODC

ODC Junior Faculty Consortium (session 101)

The annual ODC Junior Faculty Consortium is an opportunity for early-career scholars launching their faculty careers to receive mentoring from established ODC scholars, make connections with other early-career scholars, and learn about the ODC community. This all-day event will occur on Saturday, August 8 and includes lunch and a light dinner.

Real-time Open

09:00 EDT - 13:00 EDT

Saturday, 8 August

OB

Organizational Behavior Doctoral Student Consortium 2020 Part 2 (session 107)

Real-time Open

RESEARCH

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

09:00 EDT - 11:30 EDT

Saturday, 8 August

PUBS

AMR: Writing Theoretical Papers - A Workshop from the Editors (session 108)

The workshop is **full**. Presentation slides will be available on the AMR website after the annual meeting.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

09:00 EDT - 11:00 EDT

Saturday, 8 August

MSR

Improv: Act, to Know the Self and Others, to Humanize Organizing (session 106)

How we act reveals us as who we are. Our bodies do not know how to lie. In this workshop we will be using experiential improv theater exercises that engage the body, mind, and spirit to co-create mindful presence and group dynamics in order to learn about organizing. With collective observations and reflections, we will connect at the human level, going beyond our assigned roles and titles, beyond our race, religion, or ethnicity, or any categories that divide us. Theater improv exercises are a highly structured way to engage the whole human being and connect everyone with verbal, physical, emotional and social actions, and interactions. Humor from improv situations is a powerful way to bring down barriers and tackle sensitive and subtle issues enacted in social settings. Shared observations and reflections help bring out how we experience and live out the dichotomies that trap us, and what barriers, internal or external, exist to prevent us from broadening our sight. In respectful interactions, we uphold our own and others' dignity (Hicks, 2011), or negotiate inevitable and difficult conflicts. Embodied experience takes us beyond the dry language of theories, or even words, towards humanizing management. This is participatory workshop, with no prior improv experience required.

Real-time Open

LIVE - OPEN

PRACTICE

TEACHING

THEME

PDW (WORKSHOP)

INDAM

Managing Human and Artificial Intelligence at Work (session 534)

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

ENT

ENT Mid-Career Consortium (session 104)

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

PRACTICE

RESEARCH

TEACHING

HCM

Overcoming Dichotomies in Healthcare Management Research: Broadening Research on Coordination (session 105)

The need for coordination of services within and across boundaries has resulted in new forms of organizing healthcare (e.g. ACOs or health systems) and constitutes a core theme in healthcare management research. This coordination imperative has ignited various research streams that have largely developed separately with different epistemologies and methodologies. One stream has focused on macro structures in the form of inter-organizational alliances and networks (e.g. D'Aunno, Alexander, & Jiang, 2017) and has, for example, studied structures of patient referrals or human resource networks and their impact on healthcare outcomes (e.g. Brewster, Yuan, Tan, Tangoren, & Curry, 2019; Westra, Angeli, Carree, & Ruwaard, 2017). Another stream focuses on processes at the micro level. Borrowing from social symbolic work and organizational behavior theories, this stream of research studies interaction and efforts of individuals or teams related to coordination (e.g. Lawrence and Phillips 2019; Tietschert et al., 2019). While each perspective has developed valuable insights, a singular focus on micro-level processes may neglect larger interaction structures and vice-versa. A recent editorial in Health Care Management Review describes this tension as a key issue that is 'ripe for theorizing and studying' (Issel, 2019). In this PDW we aim to explore potential synergies between macro- and micro-level research on coordination in health care. We will critically examine the tensions between both perspectives, its causes, and discuss opportunities for future research. In doing so we aim to advance our understanding of the structures and process of coordination in modern ways of organizing health care.

Real-time Presenter

LIVE - PRESENTER

PDW (WORKSHOP)

INTERNATIONAL

RESEARCH

THEME

ENT

Mindset and Skills for the 2020s: The Multifaceted Role of Entrepreneurship Education (session 103)

This professional development workshop (PDW) aims at advancing research on entrepreneurship education (EE) and its role in developing entrepreneurial skills and mindsets for a broad range of contexts. The PDW thereby addresses an important re-orientation of the outcomes aimed for by EE study programs around the world, and the diffusion of EE into a variety of educational disciplines. Further, we address the increasing tendency to see the ecosystem for students' entrepreneurial activities as part of the learning environment. These changes are so far sparsely covered by relevant research (Wright et al., 2019). The PDW will engage participants in discussing initiatives to advance EE research by presenting different perspectives to the topic and by facilitating roundtable discussions around these perspectives and beyond. We expect to attract scholars doing research on EE, and AOM members involved in EE at the practical level. Moreover, we invite scholars interested in management education more broadly to join the discussion of how these changes will influence other education programs. We aim for a dialogue between junior and senior scholars, between theoretically- and teaching-oriented members, and between entrepreneurship and the broader management community, with the aim of 'broadening our sights' in EE research. Such dialogues are important for advancing EE research theoretically and methodologically, and for strengthening the link between scholarly inquiry and educational practice.

Real-time Open

LIVE - OPEN

RESEARCH

TEACHING

THEME

PDW (WORKSHOP)

HR

HR Division New Faculty Consortium PDW (Part 1) (session 109)

This consortium brings together new faculty - usually those in their first one to four years of employment. The event includes panel discussions featuring experienced mid-career and senior colleagues to lead discussions. The discussions are around key issues to which new faculty are often exposed, and intended to share knowledge on surviving and thriving in these challenging early years. There are also opportunities for network building, socializing, and sympathizing (!) with others in the same career stage. We include panelists with international perspectives and not solely a North American focus so that this can be relevant to both US and international members. Dinner the evening before and breakfast on the day of the consortium will be provided.

Registrants should provide the following information to Kathleen Keeler (keeler.79@osu.edu) before July 15th to secure a spot at the consortium and networking dinner: -Name, affiliation, & current e-mail address -Years post PhD -Current CV -Up to 5 keywords detailing research interests. Registration is required to attend both the consortium and the included networking dinner on Friday, August 7th. Details for the dinner will be shared with registrants prior to the start of the conference. Once the cap for this consortium has been reached, registrants will be added to a waitlist and will be contacted as space opens up.

Real-time Open

DIVERSITY

INTERNATIONAL

PRACTICE

RESEARCH

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

ENT

TIM

Crowdfunding: Broadening our Sight Through Theory-Building (session 536)

This PDW builds on the premise that, as with any emerging field, some of the earliest research on crowdfunding has been mostly phenomenon- driven, and given the exponential growth in the interest in the subject, the challenge of systematic theory building confronts everyone interested in contributing to the field. The purpose of this PDW is, first, to create a collegial, developmental forum, where people can discuss and seek advice, both on their already advanced ideas, as well as on emerging projects. Second, this workshop makes accessible experts' experiences in publishing in the field across diverse theoretical perspectives. Crowdfunding research is a multi- disciplinary, highly international endeavour that interests early-, mid-, and late-career scholars; our aim is to draw scholars from across the Academy. Our planned activities emphasize manuscript development. Our slate of participants, numbering four full-rank professors, four associate professors, and one assistant professor includes editors of Strategic Entrepreneurship Journal, Small Business Economics, Journal of Corporate Finance, and Family Business Review as well as editorial board members of several leading journals including Academy of Management Journal, Journal of Business Venturing, Entrepreneurship Theory and Practice, and Academy of Management Review. This group of nine panelists will host a discussion for all conference attendees on the topic of broadening our sight in crowdfunding research through theory development. Following this, we will provide paper development focusing on making a theoretical contribution and navigating peer review for the participants submitting pre-conference proposals.

Please submit crowdfunding papers to crowdfundingPDW2020@gmail.com.

Asynchronous

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

AFAM

ENT

IM

The Extended Family and Entrepreneurship in Africa: The Good, the Bad, and the Ugly (session 535)

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

MED

ENT

Navigating the Changing Digital Landscapes: Infusing Technology into the Case Teaching Experience (session 537)

This PDW focuses on the integration of case teaching, technology, and experiential learning for student engagement. The session is designed for those with experience in teaching as well as those who are new to case teaching. It is organized to actively involve participants in exploring critical aspects of case teaching and how to incorporate technology to promote in-depth discussion to this pedagogical approach. Experienced and award-winning case teacher-scholars from four continents who are involved in prominent national and international case research organizations organize and facilitate the workshop. The workshop provides an interactive example of case teaching with technology and applications and concludes with a discussion of challenges and best practices that will assist participants in learning case teaching skills.

Asynchronous

TEACHING

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

ODC

Responsible Leadership in the AI Era: New Decisions, Dilemmas, and Dimensions (session 539)

Asynchronous

TEACHING

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

NDSC

New Doctoral Student Consortium (NDSC): Day 2 (session 113)

A mini-conference within the AOM conference, the New Doctoral Student Consortium (NDSC) is one of the longest running and most well-attended pre-conference activities. The NDSC's central mission is to provide a professional development outlet for doctoral students entering the first or second year of a doctoral program, as well as those considering entering a doctoral program. This year's virtual NDSC will allow participants to connect with fellow doctoral students and to learn from experienced scholars on topics such as succeeding in a doctoral program, publishing research, and managing an academic career. The NDSC is committed to facilitating doctoral students' initial experience with, and further integration into, the Academy of Management and the academic community at large. This year, the NDSC will run across three days/sessions: •Friday, August 7th: 10:00am-12:00 (noon) EST Session ID# 19680 •Saturday, August 8th: 10:00am-12:00 (noon) EST Session ID# 23347 •Sunday, August 9th :10:00am-12:00 (noon) EST Session ID# 23348

Pre-registration is required for this workshop as space is limited to 110 participants. The deadline to register online is July 30th, 2020. Participants only need to register once but must commit to participate on all 3 days. To register online, please visit:

https://docs.google.com/forms/d/e/1FAIpQLScdKVoj2gO1f73M7TZ3kkXqvFSrjEw/viewform?usp=sf_link
Registered participants will receive a confirmation e-mail with further information on the virtual sessions. In case of any questions, please reach out to us on aom.ndsc2020@gmail.com.

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

CAR

CAR Doctoral Consortium (session 111)

MOC

MED

ENT

Teaching in the Rough (session 112)

Cognition is a central concern in organizations, and courses in management (e.g., entrepreneurship, strategy, and organizational behavior) repeatedly deal with topics that involve understanding the cognition of individuals and groups. A challenge for instructors is to find exercises, activities, and methods for teaching in ways that students can better appreciate the challenges of cognition "in the rough" (i.e., situated, in real-time, influenced by organizational politics and time constraints, and emotions among other contextual influences). The purpose of this PDW is to bring together expert instructors to share classroom-tested experiential exercises, activities, and lesson plans for teaching about cognition in the rough. The PDW will proceed in a "round-robin" workshop format, whereby participants will have the opportunity to attend three different stations in which expert instructors provide interactive, 20-minute explanations/demonstrations of their exercise/activity/lesson. Thus, participants will have the opportunity to take home three unique activities or instructional ideas that they can use in their own classes.

This session is available to anyone interested in specific, classroom- tested ideas for experiential exercises in the classroom. No pre- registration required. Please join us - and bring a friend/colleague!

Real-time Open

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

GDO

2020 Gender and Diversity in Organizations (GDO) Doctoral Consortium (session 88)

Doctoral students are often faced with multiple unfamiliar challenges. The PhD process can be demanding and overwhelming and very often students are expected to navigate these challenging issues themselves. Building a support network and effective strategies to manage this process can be critical to these students' future academic and career success. This year's "CAR Doctoral Consortium" will provide a forum for early to mid-stage doctoral students to meet, connect, and learn from each other informally, from guest speakers, and from a panel of distinguished career scholars on several useful and relevant topics. Our aim is to bring together scholars from a broad range of cultures and institutions that mirror the diversity of the CAR membership. Our speakers are a group of distinguished senior as well as junior international faculty. They will share insights on the following seven topics: (1) Low hanging fruit: Making the most of AOM Annual Meetings; (2) Surviving: Accessing and leveraging formal and informal resources during your doctoral program; (3) Thriving: Recruiting mentors and collaborators for your network; (4) Make it happen: Effectively navigating the dissertation process; (5) Head of the class: Preparing for your first course assignment and teaching role; (6) Balancing act: How to juggle demands of academic life during your doctoral program and beyond; (7) Abiding: The AOM Code of Ethics and you. Moreover, the PDW will conclude with a 1-hour panel discussion with highly published career scholars along this year's AOM theme of "Broadening our Sight".

Real-time Open



The 2020 doctoral consortium will include a diverse mix of speaker panels and activities designed to provide doctoral students with a realistic, open, and honest understanding of scholarly life, including: realistic academic job previews across varying types of academic institutions; different tips and takes on how to publish one's dissertation or tweaking the dissertation to eventually get it published; and well-being and mental health discussion related to resiliency during the PhD to junior faculty transition and afterwards. Students will also have the opportunity for more personalized connections and feedback through a mentor-match coffee to be held after the consortium (or at another mutually agreed upon time), in which students are paired with a more senior scholar based on the students' research interests.

Real-time Open



OB
OCIS

Technology and the Changing Nature of Work: What, if Anything, is Actually Changing? (session 114)

The unprecedented development and use of "AI" and "algorithms" in organizations has drawn attention from seemingly every corner. Past scholarship has developed several useful theoretical lenses to understand how technologies, from computers and the Internet to robotics and automation, have impacted the ways in which we organize, communicate, and work. This begs the question: What, if anything, is actually changing with emerging technologies that are entering modern-day workplaces? And how do these changes impact our theoretical understanding of the relationship between technology, work, and organizations? This professional development

workshop seeks to answer these questions and explore new avenues towards understanding the dynamics and implications of the changing nature of work. We seek to do this by bringing together leading scholars and participants in an interactive format to share their perspectives and insights on this growing area of organizational and management research. The goals of this workshop are four-fold: (1) bringing together historical and contemporary perspectives on the role of technology in shaping work; (2) advancing empirical research at the intersection of emerging technologies and work; (3) discussing implications of the changing nature of work for organizations, managers, and workers; and (4) building a community of scholars who conduct research on technology and the changing nature of work. Through presentations from five scholars, combined with an interactive panel discussion, and research roundtables where (junior) scholars can receive feedback on ongoing research projects on technology and work, we seek to advance scholarship in this important area while simultaneously building a community.

Real-time Open

THEME

PDW (WORKSHOP)

LIVE - OPEN

10:00 EDT - 11:30 EDT

Saturday, 8 August

AFAM

Building New Institutions to Foster Entrepreneurship Education in Africa (session 110)

Real-time Open

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

ODC

OMT

TIM

How Do Different Concepts of Time Further Our Understanding of Managing and Organizing Innovations? (session 386)

The symposium establishes a discussion that unfolds the role of temporality in managing and organizing for innovations. Innovations cannot be defined by a clear beginning or an end but are rather processual, nor are they linearly developing due to their temporal complexity shaped by the multiple temporal rhythms, paces, and experiences, building on both past, present, and future. By adopting an inter-temporal lens on innovations, exploring and interweaving a variety of temporal perspectives, recent studies of innovations analyze the iterative processes by which actors interpret, negotiate, and enact different combinations of past knowledge and future projections in the present in order to manage future trajectories. Each panelist will elaborate on various aspects of the emerging inter-temporal approach to innovations. Whereas, the discussion aims to bring together these perspectives reflecting on the implications that an inter-temporal view adds to the managing and organizing for innovations in different empirical fields.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

RESEARCH

ENT

STR

Making Theoretical Contributions: Our Entrepreneurial Journeys (session 540)

There is a strong desire to pursue theoretical insights in entrepreneurship research. Scholars are responsible for developing theories and advancing knowledge. Faculty and PhD students alike are interested to learn from scholars about their journeys in contributing to theory development and theory building. The goal of this PDW is to bring to light the entrepreneurial journeys of several distinguished scholars, and in that process, to start a conversation about how to move forward theoretical research in entrepreneurship.

Asynchronous

TEACHING

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

MC

Recent Trends in the Development of an Integral Sociotechnical Perspective (session 541)

As an applied approach, the sociotechnical perspective needs to prove its value in the real world – not just in academic circles – and is urgently confronted with trends in the world of everyday organizations and with questions about what these developments imply for its frameworks. In other words, the sociotechnical perspective needs to develop as contemporary developments in organization challenge existing concepts. In this PDW, we aim to address recent trends in the discussions in the global sociotechnical network. What such discussions share is that they apply a sociotechnical perspective to recent challenges in organizations and reflect on what they mean for the contemporary relevance of the sociotechnical perspective in general and conceptual development in particular are meant to challenge the audience to join us in these discussions. Furthermore, we aim to relate the most recent developments in organizations and societies to sociotechnical concepts on organization design, development and methodology. To discuss these topics, a combination of lightning talks and deliberations will be used.

Asynchronous

PRACTICE

INTERNATIONAL

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

HCM

How to Use and Publish with Theory in Health Care Research (session 115)

The importance of using and publishing with theory in health care management research should not be understated. Theory provides a framework or conceptual lens (Reeves et al., 2008) for examining complex phenomena by placing the study “within a world view” (Issel, 2018, p. 91). It guides researchers to identify appropriate study questions; to identify potential relationships between variables; and in the selection of methods and measures (Alderson, 1998; Brazil et al., 2005; Issel, 2018). Overall, the appropriate “use of theory leads to stronger and more interesting research” (Issel, 2018, p. 91). When considering practical implications, on the other hand, theory is vital to the development of interventions, programs, and evaluations (Green, 2000). In touting the importance of theory in the application of research findings, Green (2000) also stated, “the accumulation of empirical evidence... is of limited value to the practitioner unless accompanied by general principles which might inform wider application” (p. 125). However, while the value of theory is evident, researchers often struggle to adequately apply, only rudimentarily use, or – in some cases – to overtly reverse engineer theory into a paper when submitting to different types of health care journals. This PDW invites participants to engage in discussion around three panels: 1) Using and Publishing with Theory in Health Management and Policy Journals, 2) Using and Publishing with Theory in Clinical and Health Services Research Journals, and 3) Using and Publishing with Theory in Management journals. Participants will hear from three expert panelists who have experience publishing theory in different types of journals as well as editing for these journals. The panelists will explain best practices for using and publishing with theory in each type of journal (e.g. Health Management and Policy, Clinical or Health Services Research, and Management). In doing so, they will hope to demystify somewhat the expectations associated with publishing theory in each type of journal and PDW participants will be able to compare and contrast the different approaches.

Real-time Presenter

LIVE - PRESENTER

PDW (WORKSHOP)

RESEARCH

IM

International Management Division Doctoral Student Consortium (session 116)

Real-time Open

TEACHING

PRACTICE

INTERNATIONAL

RESEARCH

DIVERSITY

PDW (WORKSHOP)

LIVE - OPEN

OSCM

Journal of Operations Management (JOM) Awards (session 118)

Real-time Open

MEETING

LIVE - OPEN

IM

CEIBS Best Paper Finalist (session 117)

Disentangling the Effects of Business Groups in the Innovation-Export Relationship

IM Division CEIBS Best Paper Award Finalist

Author: **Lichao Wu**; Xiamen U.

Author: **Yingqi Wei**; U. of Leeds

Author: **Chengang Wang**; U. of Bradford

This paper examines the role of business groups (BGs) in the relationship between innovation and exports. In light of the divergent theoretical predictions on the role of BGs being paragons or parasites and the arguments that characteristics of BGs differ across countries, we develop hypotheses that are explicitly based on China's institutional context. By analyzing the institutional pressures under which BGs shape their strategy and operations, we formulate hypotheses on the effects of business group affiliation (BGA) on firm exports. Empirical results, based on a large sample of Chinese manufacturing firms during 1998-2007, show that both innovation and BGA have positive effects on exports, but BGA impairs the positive value of innovation to exports. These findings are robust in different specifications. This paper provides support for both the positive and negative narratives surrounding the role of BGs and highlights the complex role played by BGs which needs to be understood in the context of institutions.

[view paper \(if available\)](#)

Navigating Complex Frontiers: International Business Travellers as Global Boundary Spanners in MNEs

IM Division CEIBS Best Paper Award Finalist

Designated as a "Best Paper" for IM

Author: **Kieran Michael Conroy**; Queen's U. Belfast

Author: **Anthony McDonnell**; U. College Cork

Author: **Stefan Jooss**; U. College Cork

This paper explores how international business travellers (IBTs) enact global boundary spanning roles within multinational enterprises (MNEs). Incorporating a boundary spanning lens, and drawing on recent insights on the evolving nature of global mobility, we argue that IBTs represent distinctive yet valuable forms of hyper-mobility that current studies in international management have largely overlooked. We undertake a qualitative case study design and our findings demonstrate how, in acting as global boundary spanners, IBTs are confronted with unique challenges to other more traditional forms of global mobility. Specifically, we develop a framework that details how IBTs manage complexity across three interrelated boundaries – relational, knowledge and cultural. We find that in effectively navigating across these complex frontiers, IBTs are proactive in continuously developing and weaving new connections, tapping into and sharing diverse knowledge, and as well as confronting and overcoming recurrent cultural challenges. Our study addresses recent calls for greater cross-fertilisation of ideas between global strategy and global mobility and in doing so we argue that MNEs need to recognise and leverage IBTs as strategically valuable boundary spanners.

[view paper \(if available\)](#)

Understanding Why Knowledge is not (Always) Evenly Shared in Multinational Enterprises

IM Division CEIBS Best Paper Award Finalist

Author: **Danni Ma**; U. of Technology Sydney

Author: **Anthony Fee**; U. of Technology Sydney

Author: **Simone Faulkner**; U. of Technology Sydney

Author: **Moira Scerri**; U. of Technology Sydney

Uneven knowledge sharing can result in the isolation of subsidiaries and further influence their existence in MNEs. This conceptual paper seeks to explain why knowledge is not always shared evenly and indiscriminately throughout an organization's global operations or among individuals. Focusing on interpersonal knowledge sharing between cross-border subsidiaries within a multinational enterprise (MNE), we propose that it takes place in a complex social context composed of high levels of uncertainty and inefficiency, and low levels of psychological safety. We argue that these conditions may impair the balance of knowledge sharing within MNEs by influencing the types of knowledge that are most readily shared. Moreover, we use social identity theory to propose that individuals' perceived social identities can both contribute to and redress this imbalance by influencing whether, how, and what knowledge is shared, and with whom.

[view paper \(if available\)](#)

Real-time Presenter

PAPER SESSION

LIVE - PRESENTER

RM

STR

OMT

OSCM

Qualitative Comparative Analysis (QCA) - A Set-Theoretic Approach to Configurational Research (session 543)

During the past decade, interest in set-analytic methods such as Qualitative Comparative Analysis (QCA) and configurational thinking in management research has grown significantly. This interest is driven both by the scholarly interest in moving beyond linear thinking as well as the improvements of QCA in its application, interpretation, and legitimation. By now, QCA has become an established approach in management researchers' toolbox. We have accompanied this process during the past decade with multiple editions of highly successful AOM PDWs. Given the developments over the past years and the feedback from last year's PDW, we have re-designed this year's proposed PDW to serve the needs of two different audiences. Part 1 serves management researchers with no or only little knowledge of, and experience with, QCA. Part 2 targets researchers with interest in either advanced methodological topics in QCA or in discussing their ongoing QCA research with other participants and the experienced PDW organizers. Participation in this PDW is open to all conference attendees and requires no registration. Participants who wish to receive a list of recommended pre-readings may contact Johannes Meuer (jmeuer@ethz.ch) before the meeting.

Participation in this PDW is open to all conference attendees and requires no registration. If you wish to receive a list of recommended pre-readings please contact Johannes (jmeuer@ethz.ch) before the meeting. To participate in the Roundtable Discussions (Part 2), please submit an extended abstract of 1,500-2,000 words to jmeuer@ethz.ch by July 13, 2020.

Asynchronous

PDW (WORKSHOP)

ASYNCHRONOUS

TIM

TIM Junior Faculty Consortium - Saturday (session 123)

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

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

INTERNATIONAL

RESEARCH

TEACHING

TIM

STR

ENT

Lean Startups and Innovation Strategy (session 545)

Over the past ten years, there has been a quiet revolution in how entrepreneurial managers think about strategy and innovation: the 'Lean Startup' method has been widely adopted by entrepreneurs, and the principles it embodies have guided many new venture launches and product innovations. Established corporations have attempted to adopt these practices for their in-house innovation efforts with varying levels of success. This has prompted a surge in academic interest in the Lean Startup and associated methodology. While many underlying principles of the Lean Startup method are already present in the academic literature, emerging work suggests there is a research- reality gap between extant theory and practice inspired by the Lean Startup method. What new research questions does the Lean Startup movement open up? In our fifth iteration of this highly popular workshop, we will continue our discussion of these issues, and others. A panel of leading scholars will share their perspectives on interesting directions for future research, and roundtable discussion will allow participants to exchange ideas and get feedback on the viability of possible research topics.

Asynchronous

TEACHING

PRACTICE

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

MED

OB

HR

Teaching with Technology: Seeing Past the Constraints of Technology (session 119)

Stefan Jooss

Teaching with technology can be seen as a threat or opportunity for management educators. Broadening our view as educators means avoiding the dichotomy of seeing technology as a blessing or curse, but rather appreciating how technology is what educators are able to make of it within their unique context, with both coinciding opportunities and threats. Technology is playing a greater role in higher education teaching, and while some management educators have been teaching online for 20 or more years, others are still making the transition to teaching online. In this PDW (now in its 23rd year at AOM) we will visit some of the newest technologies and teaching techniques for using technology to support management education. This professional development workshop emphasizes the practical use of technology resources and teaching techniques through demonstration, using presenters' hands-on teaching experience, and is presented in an interactive format. In a remodeled approach for 2020, we will include a larger number of presenters this year, with a shorter time per presenter, allowing the opportunity to explore a broader number of exciting opportunities to use technology in teaching. This PDW will appeal to novices and experienced educators, as well as technophobes and technophiles.

Real-time Open

LIVE - OPEN

TEACHING

THEME

PDW (WORKSHOP)

ODC

ODC Doctoral Student/Junior Faculty ODC Division Consortia 2020 - Joint Session (session 120)

The annual ODC Doctoral Consortium and Junior Faculty Consortium provide students and early-career faculty with an opportunity to receive mentoring from established ODC scholars, make connections with other early-career academics, and learn about the ODC community. This will be a joint session for the ODC Division's two consortia. For additional information, please see the registration information for the morning sessions. Thank you for your interest in the ODC Consortia!

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

TIM

Technology and Innovation Management Doctoral Research Development Workshop (session 124)

The TIM doctoral consortium seeks to mentor Ph.D. candidates interested in conducting leading-edge research and teaching in technology and innovation management. The consortium will be led by a panel of faculty members with proven research and teaching records who will address key issues in academic life such as

finishing your dissertation, conducting research, publishing in top journals, and navigating the academic job market. To qualify for the consortium, a candidate's research must be related to technology and innovation management topics. Pre-registration is required.

The pre-registration link and information will be available on TIM website and social media.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

RESEARCH

11:00 EDT - 12:30 EDT

Saturday, 8 August

PUBS

AMLE PDW: The Scholarship of Teaching, Learning, and Education (session 121)

The Scholarship of Teaching, Learning, and Education (SOTLE) has gained increased prominence within the Academy as external stakeholders demand evidence of student learning and accreditors require institutions to show evidence of impact. In this session, a panel of current and past Editors and Associate Editors from the four major SOTLE publications in management (i.e., Academy of Management Learning and Education, Decision Sciences Journal of Innovative Education, Journal of Management Education, and Management Learning) will discuss and provide advice on how to design and conduct novel, impactful, and meaningful teaching and learning research in management. The goals are to obtain a better understanding of core characteristics and quality criteria of great management teaching and learning research, an increased awareness of the benefits and issues associated with scholarship in teaching, learning, and education, and knowledge of opportunities for developing publications. More specifically, we want to provide current and prospective authors with a supportive, encouraging and interactive platform where they might share their ideas for designing and conducting SOTLE research projects and gain initial feedback and direction from SOTLE editors. All are welcome to attend.

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

SAP

SAP Virtual Café Europe (session 122)

Real-time Open

LIVE - OPEN

MEETING

OB

Speaking Science (session 547)

There is a growing acknowledgement that the relationship between science and the public is at a precarious stage (Public Face of Science Initiative, 2018). The PDW focuses on building the necessary science communications skills for researchers in our field to actively and successfully share our research with a broader non-academic audience. In line with the All-Academy Theme, this workshop focuses on "broadening our sight" on how to talk about research in an accessible and provocative way, breaking down the dichotomy between experts and non-experts to allow for greater influence of our scholarship. The workshop will cover several key skills in effective science communication including how to craft a story, how to eliminate jargon and hone in on the focal story, identifying and tailoring the story to your audience, and gaining insights from communication professionals outside of the academy. The session will couple best practices in media communications with relevant theater improvisation skills to provide participants with the opportunity to learn and practice the importance of science communication and experience the value of communicating their research to non-expert audiences.

We ask participants to be prepared to be brave, energized, and open to a unique experience. The workshop will involve participating in improv exercises, sharing ideas with new faces, and being vulnerable in interacting with others as we hone our research communication skills. We also ask participants to come prepared with a specific research idea in mind to reference as they practice how to "speak science" in the workshop. Pre-Registration is required for this session.

Asynchronous

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

HR

OCIS

HRM, Algorithms, and Gig Work: Exploring Differences Across Online Labor Platforms (session 546)

Online labor platforms like Uber, Upwork and Deliveroo, drive a transition towards 'gig work' where consumers and organizations outsource fixed-term activities performed by an independent contractor, with the involvement of the platform as an intermediary. A growing number of human resource management (HRM) studies have examined the role of HRM for managing so-called "gig workers" and the use of algorithmic management by online labor platforms. Although current studies treat online labor platforms as homogeneous, we argue that they differ on important dimensions such as task complexity, social interaction, and the use of algorithmic management technologies. The current workshop therefore explores the differences in HRM activities and algorithms across online labor platforms. The aim is twofold: (1) to develop an agenda for future research that uncovers the implications for HRM theory and practice of different online labor platforms, and (2) to share best practices for addressing the challenges of empirical research into gig work and algorithms. Participants of this workshop will discuss the conceptual implications of recent empirical results on HRM and gig work, translate these into avenues for future research and learn about collecting data in cases where gig workers are dispersed and online platform firms are hesitant to share their (big) data. After setting the stage with four 'pitch' presentations, we organize a multi-disciplinary panel discussion with representatives of four research teams that currently study HRM and gig work to discuss the opportunities and challenges they encountered. The panel will also involve a plenary group discussion and Q&A that involves all workshop participants. This workshop provides three deliverables to its participants: (1) findings and implications from some of the latest research projects on HRM, algorithms, and gig work, (2) a set of research questions for future HRM and gig work research, and (3) techniques for accessing intermediary platform firms and studying (algorithm-enabled) HRM activities of gig workers.

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

IM

How to Enhance the Effectiveness of IM Practices: Providing Value to Stakeholders of IB Education (session 548)

International management (IM) is a discipline focused on managing organizations and people engaged in conducting business across borders as well as cultures. Thus, a comprehensive understanding of the content and context of international business is critical in order to effectively meet various challenges of international business management in implementing global competitive strategies and human resource management practices. An identification of the role and educational goals of our field is essential in delivering value in IB education. While those directly involved with IM clearly see the value in international education, it is less clear whether that value is apparent to other constituents of today's business schools. In line with a perceived need to better understand and communicate why IB education is valuable, the Consortium for Undergraduate International Business Education (CUIBE) commenced a project in 2017 to systematically study the value of an IB education. The main research goal is to understand what aspects of an international business education are most valuable to specific constituent groups and why by examining the perspectives of four important stakeholders: Deans, Recruiters, Students, and Alumni. The panel will discuss key results from this ongoing research project in terms of major sources of perceived value from IB education.

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

MED

CM

HCM

OB

OMT

OSCM

Competency Based Education: Reshaping Programs and Courses to Learning Outcomes (session 549)

Asynchronous

TEACHING

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

MC

MC Division Business Meeting (session 125)

Real-time Open

LIVE - OPEN

MEETING

OB

OB Doctoral Consortium PDW: Acing the Job Talk – Tips from Experts and Recent Grads (session 551)

The Organizational Behavior (OB) division has over 1,000 members who are doctoral students, many of which are in or near the job search process and contemplating the job talk they will deliver during campus interviews. This PDW was created to provide tips to these students about how to successfully organize and deliver a job talk that best communicates their research and teaching identity. The session is comprised of two components. First, two experienced senior scholars provide advice on delivering an effective job talk. Second, faculty who have recently matriculated into an academic position or perhaps changed academic positions will serve as roundtable facilitators and will share their insights regarding delivering a successful job talk and answer any questions that the attendees may have.

Pre-Registration is required for this session.

Asynchronous

TEACHING

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OB

Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students (11th Annual) (session 135)

A wonderful aspect of the Academy of Management (AoM) Annual Meeting is the developmental opportunities it provides for doctoral students. For example, the New Doctoral Student Consortium helps new doctoral students begin to feel more comfortable in our field. In addition, the Organizational Behavior (OB) division sponsors a Senior Student Doctoral Consortium to help prepare more advanced doctoral students for the job market. The purpose of the "Halfway There" PDW is to bridge the gap between these consortia by providing information and advice relevant to doctoral students starting the 3rd or 4th year of their programs. "Halfway There" is designed to help these students begin establishing themselves as independent scholars. We have conducted this PDW at AOM each year since 2009 and it has been very favorably received on each occasion. Despite increasing the attendance cap to 120, we have still had several potential attendees waitlisted each year. Due to positive feedback from prior attendees, we have decided to conduct the PDW again in 2020 with minor, but important, modifications to the format we have used in prior years; these modifications focus on providing a more holistic experience for the participants, as well as providing a more inclusive conceptualization of the various avenues towards career success. A number of prominent OB division members have agreed to participate in the 2020 PDW and provide students with their insights on topics such as (1) launching one's dissertation (2) crafting a research project, (3) understanding the "job market" process, and (4) accomplishing your career goals.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

INTERNATIONAL

RESEARCH

PNP

2020 PNP Doctoral Student Professional Development Consortium Part 1 (session 137)

The Public and Nonprofit Division Doctoral Student Professional Development Consortium is an intensive workshop that seeks to provide doctoral students in public and nonprofit administration with guidance on the job market, the publication process, presentation skills, and dissertation research. Doctoral students at any stage are welcome to apply to the consortium, and the consortium is especially beneficial for students who are in the dissertation proposal development stage or later. The Consortium will give participants the opportunity to a) get tips on finding an academic job, b) present their research or a proposal to get feedback from accomplished scholars, and c) network among peers, future colleagues, and potential employers. Participants must apply to participate in this PDW. To apply, please visit: <https://tinyurl.com/PNPDOCS2020> Please direct questions to the PNP Doctoral Consortium Co-Chairs, Erynn Beaton (beaton.13@osu.edu) or Megan LePere-Schloop (lepere-schloop.1@osu.edu). Contact the session organizers to obtain approval code.

This session is for doctoral students at any stage with aspirations to research and teach in public or nonprofit management. The consortium is especially beneficial for students who are in the dissertation proposal development stage or later. As part of the Doctoral Consortium, students will have an opportunity to discuss their research proposals or current projects with faculty members in the field. To apply, please visit: <https://tinyurl.com/PNPDOCS2020>

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

ENT

GDO

TIM

In Search of Inclusive Innovation: Emerging Research and Intervention (session 552)

A 2016 study entitled “The Demographics of Innovation in the United States” by The Information Technology and Innovation Foundation (ITIF) found that only 12% of “U.S. innovators” are women, and only 8% are members of U.S. minority groups (including Asians, African Americans, Hispanics, Native Americans, and other ethnicities) (Nager, Hart, Ezell, & Atkinson, 2016). As demographic characteristics of the U.S. population change, a key question is “How can the U.S. (or any nation) remain competitive without engaging the talents and abilities of all of its citizens?” In this AOM PDW, we explore the idea of inclusive innovation and seek to build a community of scholars and practitioners who are interested in diversity issues in technology entrepreneurship and innovation. We will use 5 short presentations as conversation starters for our discussion. Then we will learn about research-based interventions and initiatives to address the lack of diversity in STEM entrepreneurship. Ultimately, we want to begin a rigorous conversation about how to conduct meaningful research and make practical impact on this important topic.

Asynchronous

PRACTICE

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

MOC

Diamonds in the Rough (DIR) (session 134)

Stephanie Creary

Are you a junior faculty member or a senior doctoral student interested in organizations and cognition? Are you actively crafting your research identity and/or home within the Academy? If so, the MOC division has a consortium with you in mind! Now in its 9th year, Diamonds in the Rough (DIR) offers early-stage career-based content for emerging scholars across methodologies. Through presentations, panel discussions, and break-out tables broken into three modules (Crafting a Research Identity, Getting Plugged In, and Job Market Realities), you will have the opportunity to receive personalized feedback on managing the multiple obligations of your career, be treated to stories about how influential scholars forged their paths and the obstacles they faced, and establish professional networks with colleagues who share similar research interests. MOC prides itself in being a 'bridging division' and we consider DIR the ultimately 'bridging PDW', an opportunity to build intra- and inter- divisional mentoring networks in a warm, welcoming, and inclusive environment. Pre-registration is required for the first two modules as space is limited, while the third is open to all Academy members. To register, please submit: (1) your CV; (2) an overview of your research identity - tell us about who you are, what you study, and where you hope to go in one page or less. You may also include one figure depicting your interests (e.g. Venn diagram); (3) two questions related to this year's module topics; (4) your choice of top four facilitators to provide personalized feedback in rank order.

Real-time Open

LIVE - OPEN PDW (WORKSHOP) DIVERSITY RESEARCH THEME

IM

Widening the Lens: Cultural Industry Research in International Business

GDO

CAR

When Is the Right Time to Grow My Family? Hidden Challenges of Family Planning in Academia & Beyond (session 128)

In this workshop, we will explore the issue of the timing of family planning with a focus on less-discussed challenges such as infertility, miscarriage, and other pregnancy complications. We will explore family planning at different stages of the academic career to better understand the costs and the rewards associated with each stage. This workshop will start by sharing stories of three women who have chosen different timings. We then open up the session to attendees to explore two main questions: 1) what organizational design/policy pieces can address challenges employees face in family planning? 2) How can research in management contribute to a better understanding of this phenomenon and generation of out-of-the-box solutions?

Real-time Open

LIVE - OPEN PRACTICE DIVERSITY THEME RESEARCH

PDW (WORKSHOP)

MH

MH Doctoral Student and Junior Faculty Consortium Part 1 (session

(session 132)

Real-time Open

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

133)

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

MOC

OB

GDO

Resilience of Women of Color in Academe: Mitigating the Double Bind (session 129)

Women faculty of color face a double bind as they endure both racism and sexism, creating dual oppression. These multiple disadvantages result in women of color being exposed to higher rates of career-limiting setbacks than their counterparts (i.e., white women), including devaluation of their scholarly work, increased service responsibilities, exclusion from career development opportunities, and constantly having their competency questioned. Their low representation and discouragement to continue in the professoriate due to harmful work environments also results in a “leaky pipeline”. Thus, women faculty of color have to utilize specific resilience strategies to mitigate these biases. However, many of the coping techniques used to generate resilience often result in injurious consequences. For instance, to demonstrate high competence, women of color often take on risky assignments (i.e., glass cliff) that results in them becoming hypervisible (i.e., judged more harshly than white women in similar positions). Other coping behaviors, such as the Strong Black Woman race-gender schema, often results in anxiety and depression, while code-switching, to feel accepted by the white dominant workspace, leads to a diminished sense of identity. Though these multiple identities result in stacked disadvantages in the workplace, there remains a gap in management literature on the intersectionality between race and gender. This void, consequently, silences the voice of women faculty of color and the unique challenges they face. Furthermore, it hinders the opportunity to make changes on a systemic level. In this symposium, we explore women faculty of colors' resilience-building tactics, the added double-bind they create, and individual and organizational practices that can help alleviate this paradox in order to promote their career development and well-being.

Real-time Open

CMS

OMT

RM

SAP

Advancing Qualitative Research: Perspectives on Data Generation and Analysis (session 136)

Drawing on the experience of five internationally renowned scholars, as well as on the active participation of the audience, this Professional Development Workshop (PDW) seeks to problematize some of the conventional ways of conducting qualitative research and to explore the process of data generation and analysis more holistically. This PDW also aims to open a space for dialogue on how we may increase transparency on the interactive, situated, and complex nature of qualitative research, while encouraging awareness of how the positions that we as researchers adopt shape the knowledge and reality representations that we produce. Because this workshop is developmental in nature, it will focus on trading ideas and practical tips for how to develop more impactful theories, depending on the contemporary organizational sites and phenomena under study. The intention will be to illustrate how different approaches may bolster qualitative research to provide richer and more interesting analyses that lead to more impactful theoretical contributions. This workshop may benefit researchers who, regardless of career stage, wish to explore and engage with the complexities of qualitative research. This PDW contributes to the Organization and Management Theory (OMT) division by providing a platform for active reflection for scholars interested in conducting more integrative and innovative research, cultivating more inclusive and contemporary research practices, and exploring uncharted territory around organizations and organizing.

Everyone is welcome! Registration is not required.

Mock Live

RESEARCH

THEME

PDW (WORKSHOP)

MOCK LIVE

OSCM

RM

A Primer on Endogeneity and Instrumental Variable Regression (session 553)

This workshop introduces the concept of endogeneity and outlines its causes, and provides an overview on how researchers may address endogeneity in both the research design phase and the data analysis phase. It also provides suggestions for reviewers when evaluating the endogeneity problems in submitted manuscripts. Lastly, the workshop provides a walkthrough of instrumental variable regression, the most widely used analysis technique to address endogeneity in empirical research in the field of operations and supply chain management. A publicly available dataset is used to demonstrate the instrumental variable regression technique step-by-step.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

12:00 EDT - 13:00 EDT

Saturday, 8 August

HCM

HCM Research Incubator: Research in the Rough (session 131)

The HCM Division invites interested individuals to participate in a highly interactive research PDW during the 2020 Virtual Academy of Management Annual Meeting. The session is designed to provide researchers with all levels of experience (doctoral students, early careerists, senior scholars) with constructive feedback on their research projects that are in progress, ranging from early stage conceptualization to later stage manuscript preparation. Each participant will discuss, one-on-one, their research projects with each of their 2 mentors, rotating in timed increments via Zoom.

Real-time Presenter

LIVE - PRESENTER

PDW (WORKSHOP)

RESEARCH

ENT

Pathways to Connect Research and Practice: Developing Practice-Inspired Entrepreneurship Research (session 127)

Real-time Open

PRACTICE

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

AAA

Academy of Management Career Achievement Award Presentation: Distinguished Service (session 287)

AOM Career Achievement Award Committee Chair, Brian Boyd, will present the 2020 honoree of the Distinguished Service Award.

Mock Live

MEETING

MOCK LIVE

AAA

Academy of Management William Newman Award Presentation (session 126)

AOM William Newman Award Committee Chair, Sarah Harvey, will present the 2020 finalists and honoree of the 2020 William Newman Award.

Mock Live

MEETING

MOCK LIVE

OCIS

ODC

TIM

What's New About Digital Transformation? Exploring Interdisciplinary, Multi-Level Research Ideas (session 138)

In particular, management consultancies and companies in the information and communication technologies (ICT) sector pinpoint the need for a digital transformation in the light of the dramatic impact of advanced ICT on national economies, business models, companies of all kinds, and work in general. However, there are surprisingly few scientific studies in the field of economics and management sciences. Building upon the positive experience of a PDW entitled "Leadership Qualities for Digital Transformation – In Search of a Digital Mindset" which generated a lot of interest at the AOM 2019, we propose to expand the focus this year. The primary goal is to discuss the phenomenon more broadly and systematically, as well as highlight and discuss its many facets and consequences for different economic actors. Although the level of organization is at the center of the discussion with participants and specifically addresses questions of appropriate digitization strategy, organizational readiness, strategic change, and organizational structural adjustment, other levels of analysis are also addressed. On the group level, for example, digital transformation may be related to the increasing use of virtual teams or to re-engineered workflow systems. At the individual level, among others 'digital' skills and the associated education and learning play a major role. The connecting link is the question of what adaptation and what changes are required by the ongoing digitalization and how these adaptation processes can be efficiently designed. From this, concrete ideas for future research can be derived, which are developed and discussed with the participants.

Real-time Open

LIVE - OPEN

PRACTICE

RESEARCH

TEACHING

THEME

PDW (WORKSHOP)

RM

HR

Testing Moderation in Organizational Studies with Latent Moderated Structural Equations (session 555)

Most organizational researchers understand the detrimental effects of measurement errors in testing relationships among latent variables, and hence adopt structural equation modeling (SEM) to control for measurement errors. Nonetheless, many of them revert to regression-based approaches, such as moderated multiple regression (MMR), when testing for moderating and other nonlinear effects. Previous simulation studies have shown the superiority of latent interaction approaches over regression-based approaches. In this workshop, we will first briefly explain in nontechnical terms the latent moderated structural equations (LMS) approach, which estimates latent interaction effects while controlling for measurement errors. Next, we will explain the problems of the product-indicator approach to examine latent interaction effects implemented with R. Then we will show how LMS can be easily implemented with Mplus, providing an example-based tutorial, complete with Mplus syntax, to demonstrate a 4-step procedure for testing a range of latent interactions, as well as the decisions at each step. Finally, we will demonstrate procedures for testing models with more complicated latent interactions and the reliability corrected LMS (RCLMS) approach to testing latent interactions with summated scales and corrected measurement errors that approximates the LMS results.

Please bring your notebook computer with either Mplus full version (7.4 or later) or Mplus demo version (free download from Mplus website) installed. We will also use Excel.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

IM

International Management Division Junior Faculty Consortium (session 140)

The International Management Junior Faculty Consortium is designed for junior colleagues who have defended their dissertation in the last 1-5 years and are facing the challenges of building successful academic careers in the field of International Management (IM). It will provide a unique opportunity for junior faculty to engage in a conversation around the key issues of careers, research, publishing, teaching, and service with leaders in our field from around the world. The senior faculty panel includes a diverse and international group of scholars with a variety of academic, leadership, and editorial experience. Through a combination of structured panels, roundtable discussions, and informal interactions, we will tackle the questions of risks and opportunities of choosing a career in IM, getting tenure, building a scholarly reputation, developing a research/publishing strategy for greater impact on the field, and maintaining a healthy balance between research, teaching, and service. The Consortium will conclude with a "Meet-the-Editors" session where together with the Doctoral Student Consortium, participants will hear directly from the editors of the leading journals in the field of International Management.

Contact the session organizer to obtain the approval code.

Real-time Open

TEACHING

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

AAA

Academy of Management Presidential Address and Awards Ceremony (session 139)

The 80th Academy of Management President, Jacqueline A-M. Coyle-Shapiro, presents the Presidential Address.

Mock Live

MEETING

MOCK LIVE

GDO

IAM

“Hermidadad”: a Latinx Career Development Workshop (session 141)

According to data from the Pew Research Center, the US Hispanic population reached 60 million individuals in 2018, making Latinx the largest minority group in the country. However, while Latinx individuals have increased as a proportion of the population, business schools have been slow at addressing the needs of its Latinx students and faculty. This professional development workshop is an effort to provide Latinx faculty and doctoral students with a venue to share insights, lived experiences, and knowledge. Our objective is for participants to develop strategies for professional development and survival that will allow the professional success of this marginalized and under-represented group within business schools and the Academy of Management.

Real-time Open

PRACTICE

THEME

DIVERSITY

PDW (WORKSHOP)

LIVE - OPEN

MC

Improving Our Doctoral Studies: Awareness of Management Consulting Principles (session 142)

Elaborating on past MC Division consortia, the objectives for this year’s consortium provides an opportunity for doctoral students in the midst of their doctoral research to share their research processes and progress and receive support and feedback from peers and faculty. Concurrently, the participants will explore management- consulting principles and how these can generally be mapped to a doctoral student’s dissertation research and connect with possible post-doctoral futures. With this in mind, we draw upon the commonalities between management consulting and research, where both seek to address problems. The phases utilized in both often include problem identification, clarification of the purpose of the endeavor, data collection, diagnosis, actions, conclusions, and recommendations. Scholars pursue knowledge to contribute to the body of knowledge, while consultants work to support their clients’ needs. As consultants, scholars, and practitioners search for ways in a theory-into-practice perspective that aids both student researchers and practicing consultants. By drawing on this connection, we intend to highlight the options MC division doctoral students have as they recognize the relevance of the elements of management consulting that can be used to translate theory into practical application. Thus, this PDW will incorporate methods of both enhancing doctoral student participants’ grasp of research side by side with highlighting management consulting theory-into-practice considerations utilizing an interactive approach that gives voice to the researcher as they share their work, retains researcher agency and power, while inviting and utilizing the wisdom of colleagues.

Real-time Open

LIVE - OPEN

PRACTICE

PDW (WORKSHOP)

OB

Improving Leadership Research:

OMT

MOC

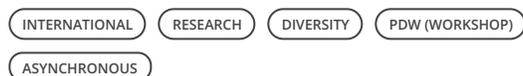
RM

Mentoring to Develop Proposals into High Quality Publications (session 556)

This inclusive PDW will provide students and junior faculty from diverse backgrounds the opportunity to discuss their leadership research in a collegial roundtable setting with prominent leadership scholars. The junior scholars are required to submit brief research proposals prior to the conference, and will be matched with a more senior scholar with similar research interests (not from their home university). At the workshop, the senior scholars will then discuss these proposals with the 1-3 junior scholars they are matched with, providing insights and suggestions for future research directions. A panel discussion will follow, whereby current and former editors of top leadership journals will discuss how to transform the proposals into publishable journal articles. The focus will be on developing theoretical foundations and designing high quality empirical studies. This is a great opportunity for the junior scholars to develop their ideas, and it may even lead to future academic collaborations and foster ongoing mentoring relationships.

Contact the session organizer to obtain the approval code. Potential participants must email a brief research proposal to Dr. Marie Dasborough by June 12, 2020 (Email: m.dasborough@miami.edu). In the email submission, participants should indicate if they are a doctoral student or faculty member. They should also indicate in the email (not on the proposal document) their top 4 preferences for who they would like to work with from the list of senior leadership scholars. Participants will then be notified by email if their proposal was accepted for discussion at the PDW.

Asynchronous



OMT

OMT Dissertation Proposal Workshop (session 143)

The Dissertation Proposal Workshop is a chance for students at the pre-proposal stage to draw on the

Navigating Qualitative Dissertations: Advice from the Experts (session 145)

The dissertation stage is a critical time in the development of a scholar's research capabilities and their scholarly identity. Receiving advice, personalized guidance and feedback, and the opportunity to network with more senior scholars during this time provides a vital entry point into a community devoted to the advancement of high-quality research. Given that there is no "boilerplate" (Pratt, 2009) for qualitative research, doctoral students who have chosen to use or incorporate qualitative methods for their dissertation research especially require tailored attention. In this PDW, students at all phases of the dissertation process — proposal, data collection, analysis, and defense — will be invited to receive personalized feedback from faculty facilitators on their study, as well as career advice as they approach the next step in their professional journey. Facilitators include scholars who have published qualitative research in top-tier journals and who have experience managing careers as qualitative researchers. Students will be matched with facilitators based on qualitative methodology, research interest, and/or level of analysis. In addition to practical guidance on research methods, students will also have the opportunity to meet with qualitative scholars to expand their networks.

Pre-registration is required for this session and closed July 27th. The session will take place asynchronously.

Mock Live



OMT

OSCM

Theorizing for Circular Economy: Broadening our Sight of Organizations and Resources (session 144)

wisdom and expertise of a group of established OMT scholars to develop a defensible dissertation proposal. Classes and preliminary exams usually have clear structures and guidelines, but we often get little sense of how to turn our vague good ideas into dissertation proposals that will intrigue potential committee members, pass a defense, and grow into a high- quality dissertation. This workshop aims to address this gap by improving the focus and framing of research questions, identifying and addressing methodological issues, and/or constructively critiquing conceptual foundations. As well as these important content issues, discussions may also address process issues like managing your dissertation committee and completing the dissertation. The workshop consists of small roundtable discussions between faculty panelists and doctoral students working on dissertation proposals in the panelist's area of expertise. Doctoral students interested in participating in the workshop should have a faculty member send a short nominating email to Peer Fiss (omt@marshall.usc.edu). Nominees should also provide a maximum 5-page abstract outlining a research area, methodological approach, and potential contributions. These abstracts will form the basis of discussions during the workshop and will be shared with the group at the participant's table. The deadline for nominations is June 1, 2020 by 5pm EST.

The Dissertation Proposal Workshop is a chance for students at the pre- proposal stage to draw on the wisdom and expertise of a group of established OMT scholars to develop a defensible dissertation proposal. Classes and preliminary exams usually have clear structures and guidelines, but we often get little sense of how to turn our vague good ideas into dissertation proposals that will intrigue potential committee members, pass a defense, and grow into a high- quality dissertation. This workshop aims to address this gap by improving the focus and framing of research questions, identifying and addressing methodological issues, and/or constructively critiquing conceptual foundations. As well as these important content issues, discussions may also address process issues like managing your dissertation committee, and completing the dissertation. The workshop consists of small roundtable discussions between faculty panelists and doctoral students working on dissertation

As the concept of circular economy (CE) increasingly gains popularity among practice and policy communities, its insubstantial theoretical underpinnings become more noticeable. Academic research on CE primarily deals with its practical and technical aspects, with marginal attention to theories that can explain the motivations, actions, and impacts of business and provide solutions. A lack of theory in this area has resulted in disperse definitions, different assumptions, and unclear boundaries that hinder practice. Two alternatives may fill this gap: extending some existing management and organization theories to bridge CE and business, or to develop a universal or meta CE theory. Aiming to shed light on this path and building on our past experiences, in this two-hour PDW we will propose five broad existing phenomena at different organizational levels that will include considerations on topics such as resilience, governance for innovation, circular supply chains, firm boundaries, and polycentric perspective in CE. All these topics constitute critical emerging challenges for practitioners that may not be addressed by the existing management theory. The organizers and experts involved in this PDW will present these topics to be interactively discussed by all participants in five parallel roundtables based on design thinking approach. The five groups will develop and share their perspectives on how theory can respond to the focal challenges to increase circulation of different types of resources. The PDW aims to broaden our sight to the role of business in society and ecology by exploring new frontiers to expand relevant management theory.

Attendees are recommended to, if possible, read the five contexts/phenomena described in the Appendix of the workshop proposal before the meeting. During the PDW, we will form five parallel discussion groups to explore how theoretical gaps in each context/phenomenon can be addressed by organization theory. Therefore, choosing the table to join in advance can enhance the contributions.

Real-time Open

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

proposals in the panelist's area of expertise. Doctoral students interested in participating in the workshop should have a faculty member send a short nominating email to Peer Fiss (omt@marshall.usc.edu). Nominees should also provide a maximum 5-page abstract outlining a research area, methodological approach, and potential contributions. These abstracts will form the basis of discussions during the workshop and will be shared with the group at the participant's table. The deadline for nominations is June 1, 2020 by 5pm EST. Attendance is strictly limited so early application is advised. Please contact the session organizer to obtain the approval code.

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

SIM

SIM Research Development Workshop (session 558)

This workshop brings together researchers to: (1) aid colleagues in their efforts to publish Social Issues in Management (SIM) topics in high quality management journals; and (2) meet, discuss and get expert feedback on early ideas for research projects in the SIM field. The workshop will assemble a team of scholars who have been successful at publishing ethics, corporate responsibility, stakeholder or related work in high quality management journals, including AMJ, AMR, SMJ, BEQ, etc. The organizers will pair these experienced scholars with SIM members interested in exploring: (1) how their manuscripts-in-progress might be refined to achieve publication in their target journal(s); or (2) how their research ideas might be developed into well-articulated projects and/or papers.

The attendees for this session will have been selected after submitting their manuscripts and/or research incubators.

Asynchronous

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

PNP

Teaching Social Innovation & Enabling Student Voice by Utilizing the Student Consultant Model (session 557)

A common concern of educators and scholars is “how might we innovate course curriculum?” This highly participatory workshop introduces educators to innovative pedagogies in teaching Social Innovation within management education while utilizing the Student-Consultant Model to provide a deeper and more engaged student learning experience. The student-consultant model shifts the focus from merely collaborating with fellow educators to engaging students in helping to create effective curricular and pedagogical innovation.

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

TLC

What has gender got to do with it? A discussion about diversity in case-based education (session 1914)

TLC SESSION SPONSOR

**Ivey** | Publishing

Asynchronous

MEETING

ASYNCHRONOUS

ODC

State of the Art OD: A Master Class in the Latest Thinking and Methods (session 560)

This PDW is fashioned around the latest books authored by six leading scholar-practitioners who take this opportunity to share their latest thinking and teach their craft. Michael Beer, Robert Marshak, Gervase Bushe, Mary Ann Rainey & Brenda Jones, and William Pasmore will share perspectives and intervention methods that will enable participants to advance their craft. Chris Worley will act as the overall facilitator and discussant for the session. Each author will conduct a 45 minute session that covers their latest contributions. Michael Beer will lead a working session on *Fit to Compete: Why Honest Conversations About Your Company's Capabilities are the Key to a Winning Strategy*. Robert Marshak will address *Dialogic Process Consulting: Generative Meaning-making in Action*. Mary Ann Rainey and Brenda Jones provide insights regarding the use of Gestalt consulting methods based on their book, *Living and Working in Pursuit of wHolism*. Gervase Bushe will cover his new work, *The Dynamics of Generative Change*. Finally, Bill Pasmore will conclude the session with ideas taken from his book, *Advanced Consulting: Earning Trust at the Highest Level*. Each session will be highly experiential, allowing participants to internalize and apply the key concepts from each author's work.

Asynchronous

PRACTICE

PDW (WORKSHOP)

ASYNCHRONOUS

MED

ONE

Are You Concerned About the Climate Crisis? A Climate Literacy PDW Focused on Experiential Learning Curriculum for Climate Science, Justice, and Taking Action (session 559)

Sustainability issues, especially the climate crisis, are fundamentally issues about the ethical choices of managers and leaders—ones that are dominating the news with the youth climate strike, climate emergency declarations, and Australia's devastating fires. This climate literacy workshop profiles a cutting-edge experiential learning curriculum that provides participants (students, community members, and employees) with the knowledge to tackle environmental and social issues and ways to cope with future challenges they will face as employees, managers, and citizens. The workshop, developed by Nottingham Business School (Nottingham Trent University) in collaboration with the UN PRME Champions, Oikos International, Manchester Metropolitan University and the Carbon Literacy Project, uses an experiential learning approach that highlights six dimensions: 1) The science behind the climate crisis; 2) The impact different sectors such as food have on our climate and vice versa; 3) Climate change mitigation tools for different disciplines/functions, 4) Solutions with the highest impact; 5) Strategies and skills for communicating and/or teaching climate actions; and 6) Personal possibilities to take action privately and in future roles (Molthan-Hill & Welton, 2019). We highlight two dimensions from the conference theme. First, the PDW directly aims to “inspire and enable a better world through our scholarship and teaching about management and organizations” which in our case is enhancing members' content knowledge of climate literacy. Second, the curriculum directly relates to the call's question: “How can firms embrace sustainability and financial performance?” by providing current and future leaders timely knowledge.

Asynchronous

TEACHING

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

HCM

HCM Teaching Incubator: Becoming More Effective Instructors (session 146)

The purpose of this PDW is to provide a forum and foster a community in which health care management scholars can discuss pertinent issues about teaching, from common questions and challenges that educators confront to helpful practices, tips, and ideas to becoming more effective instructors. The PDW will be conducted as a rotating series of interactive round table discussions, with participants receiving advice and helpful guidance on challenges and issues confronted in a range of educational settings. Each round table will focus on a specific theme and include two to three assigned "teaching mentors" who can provide expert guidance and feedback on topics relating to a variety of themes, such as: course organization; creative teaching methods; and, issues relating to teaching doctoral students, instructing online courses, or developing new courses, among others.

Interested attendees are asked to complete a brief form (<https://forms.gle/Kwc2EJbFReDM7Ur4A>) in advance, which will allow them to note their areas of interest and teaching-related questions so that specific questions can be incorporated in the facilitators' planned topics to address. To access the form, please use the following link: <https://forms.gle/Kwc2EJbFReDM7Ur4A>.

Real-time Presenter

LIVE - PRESENTER

PDW (WORKSHOP)

TEACHING

OB

COVID-19 and Organizational Behavior (session 147)

COVID-19 and Organizational Behavior

Roundtables

Real-time Presenter

LIVE - PRESENTER

PLENARY SESSION

OB

HR

PNP

Research at the Intersection of Work and Volunteering: A Research Development Workshop (session 562)

This proposed PDW is the continuation of a joint effort to develop and grow a community of scholars with the common research interest of intersection of work and volunteering. This research goes beyond the traditional employee relationship to include additional stakeholder relationships such as the community, volunteer beneficiaries, and the third sector. Building on the successes of multiple past caucuses and symposia organized by the same group, this workshop will bring together scholars interested in developing research projects in an interactive, supportive, and interdisciplinary environment. The PDW is aimed at attracting scholars from various contributing disciplines, including Organizational Behavior, Human Resources, Public and Nonprofit Management, and Social Issues in Management. Research topics include, among others, corporate volunteering programs, volunteer management, and individual strategies for managing the intersection of work and volunteering. Our objectives are: (1) bringing together the inter-divisional research community focusing on work and volunteering; (2) supporting and developing ideas and manuscripts through feedback and discussions; (3) discussing ways forward and visions for the research community and the literature to which we contribute. Sections of the workshop will include an overview of the field of research, roundtable discussions of pre-submitted papers and research ideas, as well as a plenary discussion.

We encourage submissions from all levels – PhD, junior and senior faculty. Pre-registration is required for this session. To register online, please visit <https://secure.aom.org/PDWRreg>. Please contact the workshop organizer Bethania Antunes at b.antunes@surrey.ac.uk to obtain the approval code. The deadline to register online is June 15, 2020. We will announce a “call for papers/extended

OMT

STR

OB

TIM

HR

Teaching Social Networks (session 563)

The purpose of this PDW is to create an ongoing forum for Academy members interested in teaching social networks to undergraduate, MBA, and executive audiences to share and learn practical insights on how to prepare and deliver individual sessions or entire courses on the topic. The PDW will be organized into two modules – substantive topics and roundtable discussions – that are designed to assist participants in transforming research on social networks into effective educational experiences. Whereas the substantive topics module will focus on how experienced faculty have leveraged network concepts to develop and deliver thematic courses, the roundtable module will focus on the issues, challenges, and questions that the participants have experienced or anticipate with teaching social network modules or courses. In order to ensure a high-quality experience and an atmosphere conducive to interaction and exchange of ideas, participation in the workshop will be limited to 50 individuals.

To ensure a high-quality experience and an atmosphere conducive to interaction and exchange of ideas, participation in the PDW will be limited to 50 individuals. Experience in teaching social networks is not required but will be considered when selecting applications. Please apply via the link below before July 3. Admission decisions will be announced by email by July 10. To apply, go to: http://lbs.eu.qualtrics.com/jfe/form/SV_01iHLtSH7CU

Asynchronous

TEACHING

PDW (WORKSHOP)

ASYNCHRONOUS

abstracts" at the AOM PDW website and through social media and mailing lists with a deadline of June 15, 2020 to be submitted to b.antunes@surrey.ac.uk. We will accept a maximum of 20 papers/extended abstracts based on research relevance and quality.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

14:00 EDT - 16:00 EDT

Saturday, 8 August

GOV

Broadening our Sights: Promoting and Managing Civil Discourse in Management Education (Ethics Forum) (session 1911)

Real-time Open

LIVE - OPEN

MEETING

OB

OB Research Incubator (session 564)

While it is easy to come up with a rough or vague idea about a research topic, it is not easy to refine, implement, and publish the idea. Every one of us needs help from others, particularly those who have successful publishing experience. However, many of us lack access to colleagues with relevant expertise or hesitate to ask for feedback from experts in relevant domains. Sometimes we are not even sure what kinds of expertise we would need to move the idea forward. In the OB Research Incubator, participants are paired with renowned scholars who have successful publishing experience and can help participants move their ideas forward. Participants also have an opportunity to connect with other OB scholars who share similar research interests. This PDW is open for any member of the OB Division who would like to seek and exchange advice or feedback on research projects in any stage prior to publishing. Prior to participation in this PDW, participants must submit a brief summary of their research idea by June 1, 2020 (5-6 pages, double spaced). These briefs will be reviewed by the session organizers. Those whose briefs receive favorable evaluation will receive a registration code for the session. Complete details regarding the research brief will be made available via AOM listservs on April 1, 2020.

Please contact the session organizer to obtain the approval code.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OMT

ODC

STR

Current Research in Organization Design: Topics, Tools, and Triumphs (session 149)

This PDW seeks to address the growing calls for more research on organization design. Organization design is concerned with the problem of organizing collective action, i.e., how to get multiple individuals with different interests and knowledge to achieve goals collectively. As such, it draws on different theoretical foundations to address problems that have practical relevance, and new theory, phenomena, tools, and data provide great potential for future research. This PDW is designed especially for Ph.D. students and junior faculty interested in the subject, and will highlight the topics, tools, and triumphs of current and emerging scholars who have made organization design a part of their research agenda. The program will feature senior faculty who will offer their perspective on new directions for design research and critical unanswered questions. The program will also include a snap-shot of recently published design-related research as well as a primer on up-to-date tools. Finally, we include numerous opportunities for interaction between panelists and participants throughout the PDW; in particular, we want to request abstract submission for participants to enter in-depth roundtable discussions with the organizers and panelists. Our goal is to provide both a platform to explore the area of organization design and a means to help develop the next generation of organization design researchers.

Real-time Open

LIVE - OPEN

RESEARCH

PDW (WORKSHOP)

SAP

SAP Virtual Café Americas (session 150)

Real-time Open

LIVE - OPEN

MEETING

PUBS

Publishing in AMD (session 1907)

Real-time Open

MEETING

LIVE - OPEN

VOL

Orientation for Session Chairs and Discussants (session 565)

Asynchronous

MEETING

ASYNCHRONOUS

ENT

TIM

Entrepreneur-Led Economic Development: Entrepreneurial Communities Through the Right Eyes (session 566)

We talk a good game about engaging diverse stakeholders in growing entrepreneurial ecosystems, but too often we do not. Too often we do not hear what they are saying; too often we do not even really ask. As scholars, we are often even guiltier. The Academy's theme asks us to confront the dichotomies that we have built between research and practice (and policy). Why not do more to answer questions that entrepreneurs and their champions need answered? Why not broaden our sight and invite those with great questions to meet with a critical mass of great scholars who can answer them? Can you imagine what new ideas we will see by bringing the top ecosystem scholars together with leaders of the Vancouver entrepreneurial community AND global ecosystem builders AND policymakers? In this PDW, we offer a chance for in-depth conversation where attendees can share ideas with our best research minds on ecosystems, people deeply engaged in entrepreneurship policy, and leading experts on growing entrepreneurial communities. To this end, we have added a wide array of experts with experience at bridging "town and gown". Most important, we are inviting a remarkable, diverse array of practitioners and champions, including members of the World Business Angel Forum and goal champions from the Kauffman ESHIP initiative. On the 30th anniversary of the Global Entrepreneurship Monitor, isn't it time to bring all the experts on entrepreneur-led economic development together to broaden and enrich our vision of how entrepreneurs and their stakeholders make a huge difference? Justification: Value Propositions for Sponsoring Divisions ENT: Few topics are more salient in entrepreneurship practice than representing entrepreneurial communities as ecosystems, complex and dynamic interconnected networks. VC Brad Feld's powerful book, *Startup Communities*, showed that successful ecosystems accentuate activities. These emerge and grow bottom-up, led by the community (not the institutions). Yet our research seems hopelessly dominated by top-down, institutions-focused models. This has led to a significant disconnect with practitioners, whether ecosystem builders or the entrepreneurs themselves, and with policy experts. In 2019, we attracted over 80 participants, including a few skeptics (over 20 countries represented from 6 continents). At least four new research collaborations have already surfaced. This PDW takes a large, needed step forward by embracing key ecosystem stakeholders. Make no mistake: the entrepreneurial community is watching, including the major ecosystem initiatives sponsored by the Ewing Marion Kauffman Foundation and by the Federal Reserve Bank and now joined by the OECD, UN, and EU. TIM: If there is one Division besides ENT that truly gets entrepreneurship and how to grow entrepreneurship and innovation, it is TIM. Their scholars have done as much or more in growing our understanding of entrepreneurial ecosystems and they share our passion to learn more and to connect with. We would welcome TIM as a full partner in this effort! AAT: The Academy's 2020 theme about "Broadening our Sight" by reaching across the artificial dichotomies we have created. If scholars are to bridge the divides with practitioners and policymakers, we need to see through their eyes (and they through ours.) Their most important questions should open our eyes to the most fruitful avenues for us to study and lower barriers to doing so. This PDW bridges at least two dichotomies (scholars versus practitioners and policymakers). We might even help bridge the divides between practice and policy.

Please RSVP to norris.krueger@gmail.com and c.theodoraki@tbs-education.fr - those who do get priority on tables!. The original proposal is here: www.bit.ly/2020ecosysPDW (and if interested in Kaufman's ESHIP effort, check out : <https://www.kauffman.org/ecosystem-playbook-draft-3/eship-goals/>)

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

TIM
STR

The Organization of Science: A Paper Development Workshop (session 567)

What are the costs and benefits of pursuing research projects on the organization of science? A focus on science and the production of knowledge has spurred the development of managerial and innovation topics ranging from status differentials to regional spillovers to the core capabilities of firms in the knowledge economy. And yet, in an age when science is increasingly important, it is our belief that a significant amount of research on the Organization of Science, the examination of science as conducted by individuals embedded in organizations, has fallen dormant. Why is this so? And what can be done about it? In this Professional Development Workshop (PDW), we take a fresh look at a long-standing topic from a developmental perspective. This proposed PDW unfolds in two acts. In a first segment, we present short presentations by top management scholars that focus on an array of topic including a) theoretical and empirical perspectives on the topic, b) grant-funding, c) international scholarship, and d) data analytic perspectives. Second, and more importantly, we provide an interactive venue for audience participants to receive direct feedback on their working papers and projects. The goal of this PDW is to promote a better understanding of the of the rewards and pitfalls of research in the Organization of Science, as well as to foster a burgeoning community on this important topic.

Pre-registration for this PDW is not required. However, to have your paper workshopped with one or more of the PDW presenters (on a first-come, first-serve basis), email at least an extended abstract (a full paper if you have it) to Chris Liu (chrisliu@uoregon.edu) with Organization of Science PDW Submission in the subject line. The more information I have about your interests the better I will be able to match you to a workshop participant.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OCIS

PNP

TIM

HCM

Practicing Data Governance to Increase Benefits and Reduce Harms of Big Data (session 151)

Organizations that use data for algorithmic management and analytics are under increasing scrutiny to consider possible impacts on employees, clients, customers, and on society at large. Yet managers, trained primarily to exploit data for economic benefit, approach data governance as a general means to protect data assets to limit the organization's liabilities. We situate data governance as a broader concern that encompasses multiple stakeholder values, interests, and ethics as well as consideration of potential social and economic benefits and harms. In response to the Broadening our Sight Academy Theme, we invite scholars to integrate research and practice on this broader perspective of data governance to address this pressing challenge of the 21st century. This PDW addresses data governance practices within and between organizations, particularly when data are applied in algorithmic management and analytics-driven decision-making. The PDW will highlight approaches in commercial, public sector, health care, urban planning, and technology design contexts. Together we will discuss and engage on multiple forms of data governance including through technology tools (including data analytics and machine learning), organization structures, and regulatory and policy frameworks. Our interactive workshop format is designed to engage academics and practitioners in addressing trade-offs and synergies of data governance practices to realize governance goals.

Real-time Open

LIVE - OPEN

THEME

PRACTICE

RESEARCH

PDW (WORKSHOP)

HR

Crafting Conceptual HR Manuscripts (session 568)

The goal of this workshop is to help HR Division members learn to develop publishable conceptual/theoretical HRM articles. The session will be a mix of presentations, a panel discussion, and the opportunity to get one-on-one assistance in developing either a draft manuscript or an idea for a conceptual/theoretical article. Specifically, attendees will (a) gain a better understanding of what the different outlets for HR conceptual/theoretical manuscripts are seeking, (b) participate in a discussion on what constitutes strong theory and obtain insights from that discussion on crafting good conceptual/theoretical contributions, and (c) have the opportunity to interact with, and receive feedback on their ideas or papers from, the Editors, Associate Editors, and Editorial Review Board members from the primary outlets for conceptual HRM manuscripts. Attendees are encouraged to bring specific ideas for a conceptual/theoretical article or a draft manuscript with them to the session. Registration is requested.

Asynchronous

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

IM

AAM

AFAM

IAM

INDAM

International Management Division Meet the Editors (session 569)

Asynchronous

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

ENT

RM

OMT

STR

TIM

Addressing Validity Challenges in Entrepreneurship Research Experiments (session 152)

This three-part 2.5 hour PDW focuses on addressing the validity challenges that entrepreneurship researchers (and their colleagues across the managerial sciences) most typically need to overcome when mobilizing experimental research methods. In Part I (40 minutes), three experts will present common strategies for tackling validity issues associated with a study's i) sampling frame, ii) research procedures, and iii) manipulations. In Part II (90 minutes), PDW panelists will engage participants in a series of roundtables focused on the concrete validity issues participants face in their current projects. In Part III (20 minutes), panelists will summarize their roundtables' discussions, drawing attention to the validation strategies used by participants. To foster more meaningful developments (in Part II), we ask that interested PDW participants submit a short research proposal ahead of the Conference. At the same time, we will welcome anyone to attend the roundtable discussions, even if we won't be able to discuss their specific project. We also plan to have an open roundtable to accommodate scholars interested in mobilizing experimental methods in future works.

Though it is NOT an obligation for those who simply want to attend the PDW, participants who want to obtain expert feedback on one of their research projects must submit a short research overview detailing their experimental research design, complete with the actual manipulations (5 pages MAXIMUM). Please email the material to denis.gregoire@hec.ca before July 17, 2020 (please indicate AOM 2020 ENT-PDW in the message header).

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

HR

CAR

OB

An Integrative View on Refugee Research: New Research Insights and Lessons Learned for Academics (session 572)

Refugees face numerous challenges trying to find their way in the labor markets of receiving countries. They are confronted with legal and administrative hurdles, language barriers, a lack of recognition for degrees or work experience obtained abroad, cultural misunderstanding, or even outright discrimination (EEPO, 2016). These obstacles systematically put refugees in inferior positions resulting in persistent employment gaps and a high risk of being overqualified in case of employment (European Union, 2016). In the light of increasing refugee flows worldwide (UNHCR, 2019), improving the status of refugees on local labor markets is high on the agenda of national governments and international institutions. Also, organizations, challenged by the scarcity of talent on the labor market or the need to include corporate social responsibility, are starting to become more aware of the necessity and potential benefits of including this new available talent pool in their workforce. This evolution challenges existing teams, line management, and HR practitioners to flexibly adapt to a diversifying internal workforce. In order to ameliorate refugees' status on the labor market and within organizations, effective collaboration between stakeholders is key. Broadening our sight, this PDW takes a holistic perspective highlighting the needs, challenges and untouched potential at all interacting levels of the ecosystem. Furthermore, we will elaborate on the learnings for researchers and academics working with this research population.

Asynchronous

INTERNATIONAL

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

OB

OMT

Researching Ambivalence: Broadening our Sight by Accounting for Complexity in Human Experience (session 573)

The managerial study of ambivalence, defined as the simultaneous experience of opposing emotions and cognitions (Rothman, Pratt, Rees, & Vogus, 2017), is rich and complex; crossing numerous domains of scholarship, levels of analysis, and both qualitative and quantitative methodologies. Such complexity opens up exciting opportunities to comprehensively answer questions about human behavior in organizations, but also poses challenges such as its potential to create a fragmented literature. The study of ambivalence is at an exciting crossroads, with integration having begun (e.g., Rothman et al., 2017, Ashforth, Rogers, Pratt & Pradies, 2014) and momentum around exciting new empirical research. There is now a need to bring the different factions together, including micro and macro scholars, field and experimental scholars, qualitative and quantitative scholars, psychologists and organizational behavior/organizational theory scholars. We are at the precipice of building a more coherent literature, and 2020 AOM is the perfect time and place to bring these diverse scholars together to "break down dichotomies and broaden the way we 'see'" (Academy of Management, n.d.) research on ambivalence. This interactive PDW uses three distinct activities to bring together leading ambivalence scholars with researchers at all levels to discuss the opportunities and challenges of studying ambivalence in organizations – specifically, it includes a community building exercise, a panel presentation, and facilitated small group discussions. Now is the time to begin integrating these different factions in order to create synergies, build community, and increase the value of our insights.

This PDW is open to anyone who studies or is interested in studying ambivalence or a related concept (e.g., mixed emotions, contradictory thoughts or attitudes, tensions) or whose research

involves methodological approaches implicated in the study of such topics (e.g., non-binary measurement techniques). To register, please complete the registration form (<https://tinyurl.com/AOM2020AmbivalencePDW>) by 11:59pm on Sunday, June 28th. Applications will be accepted on a first-come, first-served basis. Notice of acceptance and AOM registration codes will be sent in mid-July. If you have any questions about the session, please email Hak-Yoon Kim at Hak-Yoon.Kim@nottingham.edu.cn. Contact the session organizer to obtain the approval code.

Asynchronous

PDW (WORKSHOP)

ASYNCHRONOUS

RM

HR

STR

TIM

Bayesian Statistics: How to Conduct and Publish High-Quality Bayesian Studies (session 575)

This workshop introduces management researchers to the opportunities of Bayesian statistics for empirical management research and provides guidance on how to execute high-quality Bayesian studies. A secondary objective is to develop a platform for knowledge transfer between researchers engaged in Bayesian research. The workshop will cover the following topics: (1) Fundamental conceptual nature and potential advantages of Bayesian approaches compared to statistical significance tests; (2) Step-by-step execution of a Bayesian study and comparison to a regression analysis; (3) How to develop meaningful prior distributions; (4) Execution of Bayesian analyses: Markov-Chain Monte Carlo Simulations and available software solutions; (5) How to communicate Bayesian analyses and results in research manuscripts, and (6) How management scholars can support the more extensive use of Bayesian statistics in the field of management research. This workshop also intends to support community-building efforts among Bayesian researchers. For this purpose, we have already created an internet platform to distribute presentation material, provide links to additional helpful publications and other sources (<https://sites.google.com/site/bayesianresearch/>). In the end, this workshop will enable and inform participants on how to better incorporate advanced Bayesian statistics in their future research.

Participation in this workshop does not require any pre-registration.

Asynchronous

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

GDO

RM

OB

Towards a Better Model for Advancing Research: Using Intersectionality as a Research Methodology (session 571)

What is intersectionality and how best can it be employed as a methodological tool to improve studies of diversity and inclusion in organizations? A diverse panel of intersectionality experts will help PDW participants learn how to center intersectionality as a methodological tool to rigorously and practically study the complexities of their research participants' multiple identities that are both embodied and embedded within multiple systems of oppression and privilege in our increasingly globalized world and global workplaces. Through a panel discussion, roundtable breakouts, and interactive presentations, participants will gain an understanding of how to utilize intersectionality as a methodological tool to rigorously and practically study diversity & inclusion, better communicate their findings to various audiences, and increase self-awareness about their own positionality and the implications of its role in research and practice.

We look forward to having you join our PDW! To help us make it a meaningful experience for you, we would encourage (but we do not require) you to visit <http://bit.ly/AoM2020> and fill out the form. The questions are optional and your answers will be shared with our panelists/table facilitators.

Asynchronous

PDW (WORKSHOP)

ASYNCHRONOUS

MED

ONE

MSR

Transforming Business Education Through Sustainable Development Goals and Curriculum Innovation (session 576)

This virtual PDW will examine multiple pathways to changing and broadening our curriculum to address the most pressing global challenges (Sustainable Development Goals - SDGs). After a panel of thought and action leaders from the business school arena, we will conduct a very interactive and participative PDW using breakout groups based on a World Café/Open Space Technology approach. Three complementary approaches to transforming business education and research will be shared, very rapidly, to involve speakers and audience in the transformation of business education, to be aligned with the need for a sustainable world. Each uses the UN Sustainable Development Goals (SDG's) and social innovation, as inspired and guided by ASHOKA, to transform curricula and to move away from the Business As Usual (BAU) bias of much business education. One approach offers three different practical tools for developing leadership for a sustainable world. Another is grounded in a humanistic based alternative to the dominant BAU narrative and emphasizes developing faculty members as change agents. The third approach starts by going down to "bare metal" to align all required intro courses in each business discipline with the need for a sustainable world. Audience members will work directly with presenters from all three approaches, and will be free to move from topic area to topic area via the breakout groups. All three approaches will be rich in takeaways emailed to interested participants after the workshop.

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

OB

Build Real-World projects into Your Curriculum to Help Students Develop their 21st Century Skills (session 153)

The 4th industrial revolution presents complex challenges for education institutions charged with preparing students for success. Recent studies suggest that the core competencies students need to be successful in this era are different to those needed until now, and that students are not yet being effectively equipped with these skills prior to entering the workforce. The industry is calling for a shift in what is being taught and how it is being taught, suggesting a transition towards pedagogies that immerse students in active and effortful work. In 2015, the World Economic Forum developed a 21st Century Skills framework identifying foundational literacies, competencies, and character qualities required for success as we transition into the 4th industrial revolution. In parallel, literature has emerged analyzing how different pedagogical practices like service-learning, work-integrated learning, and project-based learning support the development of these 21st Century Skills. These practices are immersive in nature, and often use the experiential learning cycle at the heart of the design. This professional development workshop aims to develop attendees' ability to build real-world and immersive learning experiences into their course design. The workshop will provide an overview of experiential learning theory and its underlying mechanics using an immersive simulation. The simulation will be followed by a practical workshop where participants will work in small teams to re-work their existing course design to include a real-world project or immersive experience. This workshop will include a showcase of example designs from various disciplines including strategy/innovation, project management, organizational behavior, accounting, and marketing.

Real-time Open

TEACHING

THEME

PDW (WORKSHOP)

LIVE - OPEN

OB

OMT

The Future of Organization Design: Conversations Between Micro and Macro Views on Hierarchy (session 577)

A major opportunity for current research on hierarchy is better integration of macro and micro perspectives. As scholars and practitioners increasingly consider organizational forms that diverge from traditional hierarchy, the need for interdisciplinary scholarship on hierarchy, bridging research lines in psychology, organizational behavior, management, and sociology, is as great as ever. In this PDW, we will hear about leading contemporary macro and micro research on hierarchy, discuss points of engagement between micro and macro perspectives, and consider how these two perspectives, when integrated, could inform optimal organizational design and novel organizational forms. To this end, the PDW will consist of two parts. First, the PDW will begin with a panel of leading scholars to discuss the frontier of research on hierarchy and opportunities for greater engagement between micro and macro perspectives. Second, the PDW will organize attendees in roundtables, facilitated by our panelists, to brainstorm research ideas in different subareas of interest. The table participants will be assigned in ways to encourage interdisciplinary dialogue. By collaborating and getting inspired by one another, we believe we can facilitate the creation of new ground-breaking and more integrative research ideas.

Asynchronous

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

15:30 EDT - 17:00 EDT

Saturday, 8 August

SIM

MSR

TIM

Exploring Responsible Innovation Using Philosophical Methods (session 578)

The purpose of this workshop is to explore how philosophical methods can broaden the sight of management research into the topic area of responsible innovation. Today, technological and societal innovations such as nanotechnology, genetic engineering, social media, artificial intelligence, or algorithms, have the potential to not only improve living conditions, but also to cause harm for people and planet. Therefore, broadening our vision about managing innovation challenges becomes a priority. In an ideal world, innovations do not create negative externalities such as environmental degradation, social inequality, or restriction of private liberties and political rights. Instead, innovations help people to better manage their private affairs and to collectively address and resolve public issues such as grand societal challenges. The workshop is designed to encourage participants to imagine potential, alternative futures for responsible innovations by inviting them to brainstorm ways in which specific philosophical methods (e.g. thought experiments, axiological analysis, critical theory, discourse ethics, and hermeneutic circles) can inform responsible innovation and help meet social and environmental challenges. The organizers invite colleagues to examine questions such as: How can philosophical methods enhance the capacities of the discipline of management to evaluate the requirements of responsible innovation and its impact on organizations and society? How can philosophical reflection illuminate innovation-based solutions to systemic organizational and social problems? How can empirical research broaden our perspectives about innovation in a way that is consistent with moral principles? How can philosophical methods inform the normative-ethical assessment of irresponsible innovation and its implications for organizations and society?

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

IAM

ENT

TIM

Entrepreneurial and Innovation Ecosystems: Enabling women's Participation, Success, and wellbeing (session 580)

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

TIM

New Data and Funding for Research on Innovation and Science (session 581)

New datasets are emerging that allow researchers from across disciplinary areas to examine a wide range of fundamental questions involving the research enterprise. In this boundary-spanning Professional Development Workshop (PDW), the Executive Director of the Institute for Research on Innovation & Science (IRIS) will provide an overview of the growing sets of data being curated by IRIS as well as new funding programs that are supporting original empirical projects while concurrently building a new interdisciplinary "science of science" research community. The PDW will also feature a panel of researchers who are working with the IRIS datasets in order to help illustrate the gamut of questions that can be explored. The PDW will actively engage attendees to identify questions they consider to be most valuable in order to support both the broadening of a research community interested in the science of science, as well as to inform future research data components being considered by IRIS.

Asynchronous

PRACTICE

INTERNATIONAL

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

ENT

MC

Transgenerational Entrepreneurship in Family Firms 4.0: Broadening our Sight for the Next Decade (session 579)

The "Transgenerational Entrepreneurship in Family Firms (TE in FFs): Broadening our Sight for the Next Decade" Professional Development Workshop is designed for researchers in the Family Business and Entrepreneurship research fields, and more broadly for researchers coming from other academic disciplines as far as they are concerned with the family business phenomenon. The topic of the PDW is very much in line with the AOM 2020 Annual Theme. Transgenerational Entrepreneurship, a concept created by the Successful Transgenerational Entrepreneurship Practices (STEP) project, refers to the processes through which a family uses and develops entrepreneurial mindsets and family-influenced capabilities to create new streams of entrepreneurial, financial, and social value across generations. The PDW aims at: a) nurturing and developing a community of scholars

interested in advancing the understanding of TE in FFs; b) bridging academic and practice perspectives to find new research avenues; c) providing participants with the opportunity to triangulate academic, consultancy, and in-first-person family business knowledge (through a family business live case) to get inspiration for their own research; d) being a platform to promote research exchange between senior and emerging/young scholars through feedback on research outputs and direct mentoring; e) becoming a platform to define assumptions and develop hypotheses around TE in FFs which can push forward its development and promote joint collaboration and initiatives after the PDW.

Six to twelve papers investigating the topic of Transgenerational Entrepreneurship in Family Firms (TE in FFs) will be presented in roundtables. Highly experienced scholars, many with editorial experience, will lead discussions at the roundtable and mentor and provide feedback to more junior scholars on those papers close to journal submission. Consideration will be given to a wide range of topics in the area of TE in FFs. A short call for papers will be available with a deadline of June 15, 2020. The organizer and some of the scholars participating to the PDW will select from 6 to 12 papers which can be presented in Vancouver (decision will be notified by June 20, 2020). Those papers will be distributed to the PDW participants 2 weeks in advance to provide them with enough time to become familiar with them and prepare feedback. Participation in the PDW requires an approval code from the session organizer. For more info contact: a.calabro@ipag.fr

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

MC

Sustainability Education for Organizational Transformation: Ideological and Pedagogical Challenges (session 155)

Finding effective pedagogies for teaching sustainability for organizational transformation has always been a challenge; therefore, it is important for management & technology consultants and educators to find new pedagogies that help managers and students develop skills and attitudes for designing organizations and business strategies that promote economic development without sacrificing future generations' ability to meet their needs. In this PDW, we explore the practical, theoretical and philosophical challenges of teaching sustainability and sustainable business strategies to managers and professionals in general and the use of reframing as a pedagogical tool to teach sustainability in particular. There are six major pedagogical challenges involved in teaching sustainability for organizational transformation: 1. Epistemological challenges with the definition and understanding of the idea of sustainability; 2. Sustainable development is a wicked problem; 3. Ideological nature of sustainability debate; 4. Highly interdisciplinary nature of the subject; 5. Cultural diversity in the business classroom; and 6. Conflicting views of the need for sustainability across the business curriculum. In this PDW, we discuss approaches to deal with these pedagogical challenges. We follow a trans-disciplinary approach based on a new pedagogical framework incorporating reframing, transformational thinking, business design thinking, and physical science thinking.

Real-time Open

LIVE - OPEN

TEACHING

THEME

INTERNATIONAL

PRACTICE

PDW (WORKSHOP)

PNP

2020 PNP Doctoral Student Professional Development Consortium Part 2 (session 157)

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

MOC

ENT

OB

Entrepreneurial Cognition in the Rough (session 156)

The cognitive process that leads to the development of new ventures has been a central topic of ongoing concern to scholars of entrepreneurship. Are you a doctoral student or faculty member who studies cognition within the context of entrepreneurship and are looking for ways to connect with other similar researchers? The purpose of this PDW is consistent with this year's AOM theme, broadening our sight by bringing together a group of scholars from different divisions who are interested in learning about the future of research on entrepreneurial cognition. The PDW will be conducted in three parts — a series of presentations, a moderated panel discussion, and a reception with award ceremony. A call for papers will be announced in early 2020, whereby 8 papers will be selected for presentation at the PDW. An established group of scholars in the field of entrepreneurial cognition will then offer their insight about the past and future development of this topic. Finally, a reception and award ceremony will allow participants and attendees to connect. Toward that end, the Kauffman Foundation has graciously funded 2 best paper awards of \$1000 for the best student-led and faculty-led papers on the topic of entrepreneurial cognition. We plan for this to be an exciting PDW with a lively, interactive, and developmental atmosphere.

Real-time Open

THEME

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

HR

HR Division Late-Stage Doctoral Student Consortium (Part 2) (session 154)

Real-time Open

INTERNATIONAL

RESEARCH

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

OB

OB Global Committee Meeting (session 669)

Real-time Open

MEETING

LIVE - OPEN

IM

STR

TIM

Researching National Innovation Ecosystems: Institutions, Infrastructure, and Firms (session 582)

As global economic competition becomes increasingly innovation- driven, policymakers in both government and business are actively searching for ways to increase innovation at all levels of society. Past research on innovation policy tended to take a piecemeal investigative approach with focus on a single or narrow-set of explanatory variables, resulting in limiting or ineffective policy recommendations. The proposed PDW seeks to develop a programmatic, cross-national research agenda to investigate the respective roles of a nation's institutions, infrastructure, and firms in affecting innovative performance at multiple levels of analysis and examine policy implications for governments, businesses, entrepreneurs, and other stakeholder groups. It will feature keynote presentations by Dr. Andrea Belz, Director of the Industrial Innovation and Partnerships Division at the National Science Foundation and Dr. William Maloney, Chief Economist for Equitable Growth, Finance and Institutions in the World Bank Group. The PDW, consisting of two consecutive 60-minute roundtable sessions, will be highly interactive, with participants engaging in small group discussions to develop a preliminary research agenda that combines individual members' research interests with the aim of forming a global research network for follow-on collaboration.

Asynchronous

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

IM

AAM

AFAM

IAM

INDAM

STR

International Management Division Paper Development Workshop (session 584)

The International Management Division will conduct a Paper Development Workshop at the forthcoming Annual Meeting of the Academy of Management in Vancouver, British Columbia, Canada. The Participants will get a chance to get candid and developmental feedback from several senior, highly experienced scholars. As the purpose of this PDW is to provide junior scholars with developmental feedback on their research, papers submitted must fit under the International Management mandate. While priority will be given to junior scholars, all are welcome to apply. Applicants from other fields trying to internationalize their research are also welcome.

Contact the session organizer to obtain the approval code.

Asynchronous

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

MOC

MOC Connecting (session 158)

Register for MOC Connecting

Real-time Open

SOCIAL EVENT

LIVE - OPEN

ODC

MC

CMS

Broadening our Sight: Seeing Change Differently Through Psychoanalysis (session 585)

This interactive workshop is designed to explore the use of psychoanalysis in studying and facilitating organizational change. This year's theme "20/20: Broadening our Sight" invites us to look beyond the longstanding dichotomies (e.g., manifest/latent, conscious/unconscious, negative/positive) embedded in the theory and practice of organizational change. Psychoanalysis offers scholars and practitioners one way to transcend the dichotomies and paradoxes of studying and facilitating organizational change. Some scholars view psychoanalysis as a means for interpreting workplace subjectivity and exposing exploitative uses of power (Fotaki et al., 2012; Arnaud, 2012); vigilance is needed, however, as the rich, liberating resources of psychoanalysis can "potentially be appropriated in ways that are dangerous" (Eda Ulus, personal communication; Frosh & Baraitser, 2008). These tensions raise a number of important questions for psychoanalytically informed organizational change practitioners and scholars: Can psychoanalysis illuminate resistance to change by helping us "see" it differently? Can a psychoanalytically informed approach create more ethical and equitable change processes? Or does a psychoanalytic approach reinforce the power differentials it purports to surface? To probe these questions, we will guide participants in a discussion and application of psychoanalytic frameworks. This workshop will benefit researchers and practitioners who, regardless of career stage, wish to engage with the complexities of psychoanalysis. Participants will leave the workshop with a better understanding of a range of psychoanalytic perspectives and how psychoanalysis may contribute to "broadening our sight" in ways that foster more equitable, healthy, and enriching human relations in organizational change efforts.

Asynchronous

IAM
AAM
AFAM
SIM

Ethics, responsibility, sustainability, and inclusiveness, in management education. (session 586)

Asynchronous

TEACHING PRACTICE INTERNATIONAL THEME DIVERSITY PDW (WORKSHOP) ASYNCHRONOUS

SIM
PNP

How Theories and Measurement of Social Impact Matter in Research - Year 2 (session 587)

This PDW builds on a similarly-named 2019 AOM PDW with over 60 attendees in a continued effort to improve social impact research and build a community of social impact researchers. The PDW aims to further the sophistication of how social impact is conceptualized and measured, which affects several research streams. Session participants (almost all were not participants in last year's PDW) will briefly share about their research projects that involve conceptualizing and/or measuring social impact. Then, in roundtable discussions, session attendees will share their current research projects and future research ideas dealing with social impact. Presentations and discussions will pay special attention to the definition of social impact used, theoretical foundations, type of data used (primary/secondary), and measurement type (single/multiple dimensions) measured. The product of the PDW will be a table (shared electronically) describing the research and contact information identified in the roundtables in order to grow this community of social impact researchers.

If you plan on attending this PDW and have a research project that deals in some way with social impact, please email organizer Hans Rawhouser (hans.rawhouser@unlv.edu) to share details of your project so that you can be more efficiently included in the networking aspect of the PDW.

Asynchronous

PRACTICE THEME RESEARCH PDW (WORKSHOP) ASYNCHRONOUS

IAM

Iberoamerican Academy of Management Business Meeting (session 160)

Real-time Open

MEETING

LIVE - OPEN

HR

HR Division All Consortia: Meet the Editors (session 159)

Real-time Open

MEETING

LIVE - OPEN

TIM

SIM

Responsible and Ethical Innovation (session 590)

The purpose of this PDW is to discuss new approaches to studying the recent ethical challenges that new technologies - Artificial Intelligence (AI) in particular - present for technology firms. Although in the past few years, after prioritized technology investment on AI and growing public concerns on the consequences of it, responsible innovation has also started to interest scholars, academic studies have been sparse so far. However, an emerging stream of research has started to discuss how technology firms navigate this emerging dynamic, and we aim to showcase this research and encourage research by other scholars in this PDW. For example, scholars have recently begun to discuss the potential links between corporate social responsibility efforts and AI accountability. In addition, research on ethical product design, leveraging on what we know about environmental sustainability as well as new business models which support a responsible capitalism have been emerging. In this PDW we will discuss the current state of corporate AI accountability and the exciting variety of new avenues for fruitful inquiry in this realm. The PDW will begin with a panel discussion of senior scholars and an industry practitioner followed by a moderated discussion and open Q&A to discuss current research interests by other interested scholars and industry leaders.

Asynchronous

TEACHING

PRACTICE

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

INDAM

IM

Global Outlook of Indian Industries @75 (session 592)

Asynchronous

PRACTICE

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

AFAM

GDO

IM

ODC

Embracing Diversity and Inclusiveness in Organizations: Strategems & Practices from around the World (session 595)

Asynchronous

PRACTICE

INTERNATIONAL

THEME

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

ONE

OMT

SIM

Metrics & Beyond: Broadening the Scope and Impact of Sustainability Research (session 596)

Evaluation metrics such as certifications, standards, rankings, ratings, indices, and voluntary and mandatory disclosure programs that evaluate the social and environmental performance of corporations have proliferated in recent years. Although these evaluation devices have been implemented with the intention of encouraging sustainable outcomes, the accumulating research on this topic illustrates the complexity of this issue and highlights important new questions and concerns. Looking beyond metrics, the ever-increasing concern surrounding society's "grand challenges" such as climate change and poverty elimination have led some scholars to argue that the scope of social and environmental sustainability research needs to be broadened to include institutions and interconnected systems that will enable us to achieve a more sustainable future. We seek to address these critiques by bringing together scholars engaged in firm-level social evaluations and systems-level research within the field of sustainability through an interactive session consisting of panel discussions led by experts in this field, followed by smaller breakout table discussions.

Asynchronous

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

CAR

OB

HR

Careers in the Rough: A Paper Development Workshop (session 597)

Careers in the Rough is a workshop consisting of accomplished scholars mentoring PhD students and/or junior scholars who submit careers papers that are in the formative stages. Research in the careers domain includes topics such as: people's lifelong succession of work experiences, the structure of opportunity to work, the relationship between careers and other aspects of life, individual career development, career management strategies, relationships between human resource systems and careers, career outcomes (e.g., success, plateauing, discouragement, derailment), life cycle interactions with work, race, culture, and gender effects on careers, labor force diversity, internal labor market structures and functions, cross-cultural careers, and effects of demographic and social changes on work. Participants are asked to provide a manuscript that is close to submission for a refereed journal. They can also write up to 250 words on a challenge they want help addressing. Each participant will receive detailed feedback regarding the positive aspects of their work, as well as helpful input regarding how it can be improved from two accomplished scholars. This PDW will thus foster the design and development of good careers research into valuable careers publications.

If you would like to participate in this year's Careers in the Rough, please email your manuscript (in pdf) to Marijke Verbruggen (Marijke.Verbruggen@kuleuven.be) with the subject "CAR Careers in the Rough" by August 1st 2020. Please also include your time zone in the e-mail. We will take this into account when matching you with our mentors. Manuscript submissions should be in one PDF of no more than 40 pages, including references, tables, and/or figures and a title page that includes your author affiliation(s), brief abstract, 5-7 key words, target journal (if known) and a 250 word max dilemma/question/concern for your reviewers to consider.

RM

RM Division - CARMA Consortium/PDW Social (session 598)

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

Asynchronous

INTERNATIONAL

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

18:45 EDT - 20:15 EDT

Saturday, 8 August

MED

OB

Integrating Service Learning into Management Courses: Challenges, Opportunities, and Success Stories (session 600)

Following its successful reception at AOM 2019, this interdisciplinary PDW is being offered to the Academy of Management members for a second time (with updated material and presenters) with the objective of continuing a dialog surrounding integration of service-learning pedagogy in the context of business schools. Our PDW is also aligned with Academy's 2020 theme of challenging the self-imposed dichotomies in the way we view organizations, student learning outcomes, and our overall role as instructors. Our presenters from the US, Canada, and Russia aim to achieve these goals through the presentation and exchange of innovative, and provocative ideas and approaches that would focus on the successful integration of service-learning pedagogy into management courses (both as standalone courses and as integrated into core courses). Our presenters (who all have first-hand experience of designing, delivering, and/or administering service-learning courses) will use an interactive roundtable format to facilitate these exchanges. Besides sharing their journey (successes and road blocks), our facilitators will also encourage the attendees to reflect on and share their own experiences. We are confident that our attendees will leave the workshop with some models of integrating service learning into their existing courses, and/or developing new service-learning courses from scratch. Beyond this, we hope to create a supportive learning community of those passionate about integrating service pedagogy into their course design.

Asynchronous

TEACHING

PRACTICE

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

AAT

Broadening our Views of Corporate Social Impact (session 161)

The notion of social impact has been the subject of considerable interest in multiple literatures. Researchers studying strategy, organization theory, organizational behavior, human resource management, and social issues have long discussed the importance of corporate social responsibility (CSR) as a means by which organizations can have a positive impact on their diverse stakeholders, communities, and societies (Adler, 2019; Jones et al., 2016; Mackey, Mackey & Barney, 2007; Marglis & Walsh, 2003; Waddock & Graves, 1997). IB researchers have also acknowledged the role of multinational companies in promoting CSR and achieving social impact (Surroca & Tribo & Zahra, 2013). Similarly, entrepreneurship, technology and operations management and innovation scholars have discussed ways to enhance organizational social impact and improve social welfare (Short, Moss & Lumpkin, 2009; Zahra & Wright, 2016). Thus, to many, organizations (large and small) can be an important force for good that promotes social wealth by addressing grand societal challenges, thereby having a positive social impact. To this end, scholars have highlighted the importance of collaboration between private and public organizations along with non-governmental organizations (NGOs) in promoting social welfare (Klein, Mahoney, McGahan & Pitelis, 2013; Luo & Kaul, 2019; Mahoney, McGahan & Pitelis, 2009).

From social responsibility to social impact

Aseem Kaul; U. of Minnesota

Jiao Luo; U. of Minnesota

Public-Private Partnerships in the Public Interest: A Governance Perspective

Anita McGahan; U. of Toronto

Reimagining Capitalism in a World on Fire

Rebecca M. Henderson; Harvard U.

Broadening Our Views of Corporate Social Impact to Include Conflict & System Capacity

Witold Jerzy Henisz; U. of Pennsylvania

From social entrepreneurship to social impact

Shaker A. Zahra; U. of Minnesota

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

THEME

IAM

Iberoamerican Academy of Management Social (session 601)

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

MH

MH Doctoral Student and Junior Faculty Consortium Part 2 (session 162)

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

Sunday, 9 August



OB

Thinking of a Position Outside the US? “Dos and Don’ts” of International Business Schools (session 164)

Many management scholars are interested in taking their career to a new culture and context. Although the opportunities around the globe to teach and conduct organizational research have significantly increased, first-hand information on non-US business schools can be hard to come by. This PDW is designed for both junior and senior OB scholars who would like more information regarding academic careers at reputable non-US business schools. It will bring together panelists currently working at schools in Australia, New Zealand, and Europe, who are not originally from there or trained there. The panel will provide information, highlight challenges, and share distinctive features for academic careers in each country, including tacit knowledge and unspoken rules that the panelists have learned during their own adaptation process. Topics for discussion include: What does the job application process look like? How are job candidates and faculty evaluated? What are key challenges in adapting to the national culture and university system? What are norms of professional conduct (i.e., dos and don’ts in presenting oneself and one’s work)? The PDW includes individual presentations by panelists, country-specific roundtable discussions, and a closing Q&A.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

DIVERSITY

INTERNATIONAL

OMT

SIM

STR

TIM

The Influence of Societal Values on Innovation and Entrepreneurship (session 165)

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

INTERNATIONAL

RESEARCH

MED

MSR

SIM

Understanding the Contemporary World: Going Inside to Broaden our Sight (session 163)

In this PDW, an international group of dedicated educators from Argentina, Australia, Austria, Brazil, France, Hong Kong, India, Indonesia, Morocco, Philippines, and the USA – all members of the PRME Working Group on the Sustainability Mindset – will lead participants through carefully selected experiential exercises that they have developed and applied vastly in their distinct cultural and institutional contexts. All contributions share a common theme: they aim to encourage students to 'go inside' to broaden their sight. Going inside here is defined through the Sustainability-Mindset framework: developing ecoliteracy, systems, and emotional as well as spiritual intelligence. In addition to engaging in a dialogue about best-teaching practices that enable a more holistic approach toward management education in the light of 'societal grand challenges' and sustainable development, participants will be provided with vast networking opportunities.

Real-time Open

THEME

INTERNATIONAL

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

PNP

Public and Nonprofit Division Business Meeting (session 168)

Mock Live

MEETING

MOCK LIVE

HR

CSR, Family Work Conflict & Self-Expression (session 166)

CSR Metrics and Compensation Peer Groups: Separating Selection from Influence

Designated as a "Best Paper" for HR

Author: **Steffen Burkert**; LMU Munich

Author: **Robert Kase**; U. of Ljubljana, SEB

Author: **Marco Tonellato**; LMU Munich

This study examines the determinants for the integration of CSR related targets in executive compensation. The integration of Corporate Social Responsibility (CSR) metrics in incentive-based pay components is a recent development observed in executives' compensation. Evidence suggests that these incentives positively affect companies' CSR related activities, and firm value in total. However, there is no evidence on the underlying drivers. We refer to compensation peer groups, and examine how CSR-orientation of firms is the result of a) selection of compensation peers, and b) influence by the CSR orientation of competitors. Our results show that companies that already integrate CSR metrics select compensation peers which are similar in their CSR profiles, and that the dominant effect for integration is influence, implying that companies' decision to integrate CSR is primarily the influential effect of competitors.

[view paper \(if available\)](#)

Understanding the Impact of Family-to-Work Conflict/Enrichment on Entrepreneurial Firms' Performance

Best Paper Award for Human Resources-Entrepreneurship Research

Designated as a "Best Paper" for HR

Author: **Ying Lu**; Macquarie Business School, Macquarie U.

Author: **Yun Han**; School of Management, Xiamen U.

Author: **Yue Wang**; Macquarie Business School, Macquarie U.

Author: **Yanzhao Tang**; School of Management, Xiamen U.

Drawing upon conservation of resources (COR) theory and family-work literature, the paper develops a model to examine how family-to-work conflict (FWC) and family-to-work enrichment (FWE) shape the performance of entrepreneurial firms directly and, indirectly, through the mediation of entrepreneurial commitments. The model also explores the potential role of entrepreneurs' internal dispositions, in the form of their key personal resources, in moderating the relationships between FWC/FWE and entrepreneurial commitments (and, hence, business performance). Empirical results from a study of 261 entrepreneurial firms in China provide support for our conceptual model. The paper has important implications for both entrepreneurship research and practices.

[view paper \(if available\)](#)

Testing the Efficacy and Mechanisms of an Authentic Self-expression Orientation Program

Designated as a "Best Paper" for HR

Author: **Teng Zhao**; Auburn U.

Author: **Lei Lai**; California State U., Dominguez Hills

Author: **Jinyan Fan**; Auburn U.

Author: **Hairong Li**; Auburn U.

Author: **Xiang Yao**; Peking U.

Building on prior research (Cable, Gino, & Staats, 2013) showing that an orientation program that emphasizes authentic self-expression (ASE) may facilitate newcomer adjustment, the present longitudinal field experiment further tests the ASE program, with a focus on dynamic treatment effects on both proximal outcomes (i.e., perceived stress and popularity) and distal outcome (i.e., job performance). Participants were two cohorts of newly-hired nurses entering into a large hospital in China, with the first cohort receiving a traditional orientation program and the second cohort receiving an ASE program. The final sample consists of two groups of 38 new nurses, matched on various demographic variables. Participants were followed up four times (Months 3, 6, 9, and 12) post-entry. Results showed that compared with those in the traditional orientation condition, new nurses in the ASE condition (a) reported lower levels of perceived stress at Month 3, and this effect was maintained over 12 months, (b) were rated by their peers as more popular and had better job performance ratings by their mentors at Month 12, with the treatment effect emerging over time. Further, perceived stress and slope of popularity change trajectory were found to mediate the ASE effect on job performance at Month 12.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

07:30 EDT - 09:30 EDT

Sunday, 9 August

STR

INDAM

Eco-political Ideologies, Regulatory Changes and Firm Performance: Case of Indian SOEs (session 1912)

Real-time Open

INTERNATIONAL

PRACTICE

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

08:00 EDT - 17:00 EDT

Sunday, 9 August

MBR

Coaching and Mentoring Room (session 603)

Stop by the Career Services Volunteer Registration table or the Career Services Office to sign up for a candidate coaching session. To prepare for your session, bring a copy of your CV/cover letter and interview schedule (if you have it) and meet one-on-one with a seasoned faculty member who will review your materials or walk you through a mock interview. You can find us in the Vancouver Convention Centre East-Meeting Level.

Asynchronous

MEETING

ASYNCHRONOUS

AAT

Is there a Role for Professional Doctoral Research in Broadening the Impact of Management Research? (session 169)

AOM communities have observed a growing need for impactful research in a context of increased complexity. One could also observe in the past few years the lively interest in the DBA and Professional Doctorate PDWs, which attracted newcomers to the AOM, and contributed to include them in the divisions once they had attended the DBA event. In response to this need, DBA programs have gained traction in a variety of countries and business schools. While there are no official figures, we assume that there are more than two hundred DBA and executive Ph.D. programs around the world. The objective of this PDW session is to explore how the AOM might better meet the needs of DBA faculty and candidates, in particular through enhancing reflexivity and teamwork as an academic-practitioner community. Probably more than ever, DBA students can nowadays make a difference to their organizations by helping them to address complex issues through appropriate research methods. They may also want to gain academic visibility through co-authoring papers in high profile journals drawing on high quality data, which is accessible through their practice work. All AOM divisions might benefit from cross-fertilization between academics and practitioners; the “traditional” members could provide DBA candidates with inductions on literature, publication experience, and opportunities to teamwork - for example through AOM Connect.

Real-time Open

THEME

PDW (WORKSHOP)

LIVE - OPEN

OSCM

Measuring the Unmeasurable? Reconceptualising Measurement Process in Organizations and Supply Chains (session 171)

This PDW has three main objectives. First, we want to draw researchers' attention to the concept and practice of measurement in organizations and in wider society. Despite its increasing relevance and pervasiveness, measurement is often treated as a black box in management research and practice. Indeed, measurement instruments and frameworks, such as KPIs and scorecards, are now being deployed in virtually every organization (private, public, and non-profit) to gather, analyse, and report data, not only on financial but also on environmental and social aspects. Such growing use, however, has not been accompanied by an improved understanding of what measurement is and what it can – and cannot – do. Second, we will discuss measurement's role particularly in organisational environments characterized by ambiguous objectives and complex causal chains. As organizations and supply chains are increasingly aiming to understand and demonstrate their contributions to wider aims, such as environmental sustainability and social outcomes, measurement is often seen as a crucial mechanism that ensures certainty and insight. However, are these simply futile attempts to measure the unmeasurable? If not, how can we ensure quality of data and better-informed decisions in such situations? Third, we will explore the implications of an alternative conceptualization of measurement, intended as a subject-dependent process, rather than an objective set of tools. In doing so, we will consider different contexts – both intra- and inter-organizational – as well as implications for research, teaching, and practice. These aims will be achieved through short presentations, facilitated discussions in small groups, and a final plenary discussion.

Real-time Open

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

ONE

MSR

Broadening our Sight to System Transformation: Doing Research that Matters in the Anthropocene (session 173)

This workshop focuses on how management scholars, particularly in business in society-related arenas, can better research, understand, and tackle of the massive grand challenges, including climate change, species extinction, inequality, and political divisiveness, that now face businesses, as they struggle to adapt, and, more generally the world. The challenge, as articulated by scientists, is to sustain a business system that works for all while greatly mitigating negative ecological and societal impacts. Today's businesses are struggling to adapt to the immediacy of these new market realities with their concomitant responsibility imperatives. Toward that end, Sandra Waddock (Boston College) will discuss how new narratives and memes are needed shift understanding — and mindsets — to bring about transformation. David Wasieleski (Duquesne University) will explore how a transcultural dialogue can help address and reduce a variety of tensions that have led to a disconnect between humans and nature. David Korten (The Great Turning) will argue for a living systems approach that enhances capabilities for businesses better serving their communities. Martina Linnenluecke (Macquarie) will discuss grand challenges in the context of the Asia-Pacific region, emphasizing achievable sub-challenges. Steve Brammer (Macquarie) will reflect on how scholars can contend with challenges associated with impact-oriented scholarship. Laura Albareda (LUT) will emphasize the need for both collective action and polycentric management approaches as approaches to grand challenges. Finally, Erica Steckler (UMass Lowell) will highlight the role of authenticity, in particular of organizations, in meaningfully addressing and advancing the well-being of stakeholders, including humanity and the natural environment.

Real-time Open

THEME

PDW (WORKSHOP)

LIVE - OPEN

08:00 EDT - 09:30 EDT

Sunday, 9 August

MSR

MSR Community Meeting (session 1908)

Real-time Open

MEETING

LIVE - OPEN

ONE

Organizational Behavior and Sustainability (session 170)

When Does a Daily Dose of Nature Matter? Linking Extra-Work Contact with Nature to Employee Behavior

Designated as a "Best Paper" for ONE

Author: **Anthony Klotz**; Texas A&M U.

Author: **Shawn T. McClean**; U. of Wyoming

Author: **Junhyok Yim**; Texas A&M U.

A growing body of research indicates that contact with nature at work has beneficial effects on employees. However, many employees spend most of their workdays indoors, largely separate from natural elements. For these employees, the bulk of their contact with nature occurs outside of work, before and after the workday. The extent to which contact with nature outside of work crosses over and affects employee feelings and behaviors on-the-job, if at all, is not clear, leaving an incomplete picture of the potential for employees to access the work-related benefits of nature while outside of the workplace. In this paper, we draw from Affective Events Theory and examine the effects of daily contact with nature in the evening after work, and in the morning before work, on beginning of day employee affect and work effort later in the day. Our results indicate that exposure to nature in the morning, before work, positively affects employees' beginning of day moods and subsequent job performance. In addition, we found that prior evening contact with nature also positively related to beginning of workday affect and subsequent work effort, but only for employees with high levels of nature connectedness—an individual difference that relates to the extent to which individuals feel an innate connection to the natural world. Taken together, our findings shed light on the temporal effects of contact with nature outside of work on employee behavior at work, indicating these positive effects degrade overnight, except for those most connected to nature.

[view paper \(if available\)](#)

STR

MEC Committee (session 174)

Real-time Open

MEETING

LIVE - OPEN

The Social Contract Between CSR and Social License: A Sentiment and Emotion Analysis

Designated as a "Best Paper" for ONE

Author: **Shu Ham Ho**; Simon Fraser U.

Author: **Chang Hoon Oh**; Simon Fraser U.

While prior literature has assumed that companies engaging in corporate social responsibility (CSR) can always gain social license (SL) from local communities, this study examines the boundary conditions of this assumption. Using justice-based and consent-based social contract theory, we theorize that CSR at the global and local levels improves the degree to which a local community grants a SL to a multinational company (MNC), but this degree is negatively moderated by the diversity among stakeholder groups within the community. we build a unique dataset from 3,190 news articles describing the SL of 43 mining MNCs operating in 456 local communities between 2005 and 2019. Considering SL as a continuum grounded on such emotions as trust and anger, we use natural language processing and big data techniques to measure SL through a sentiment and emotion analysis. Findings of this study show that CSR at the local level is more significant in increasing the degree of SL than at the global level, and that community diversity negatively moderates the relationship between CSR at the local level and the degree of SL. This study thus reveals that local communities tend to have a consent-based approach towards the social contract between CSR and SL.

[view paper \(if available\)](#)

Goal-Driven and Stimulus-Driven Attention in Sustainable Investing: An Eye-Tracking Experiment

Designated as a "Best Paper" for ONE

Author: **Josua Oll**; U. of Oldenburg

Author: **Martin Meißner**; Zeppelin U.

Author: **Alexander Bassen**; U. of Hamburg

Although the distinction between top-down and bottom-up attention is well-established in the literature, organizational research on the interaction

of both processes is still fragmented. Drawing on the attention-based view of the firm (ABV), we investigate how organizations can employ attention structures to influence individual decision-makers' attention and choices bottom-up. Extending the ABV's structural view of attention, we additionally explore how individual decision-makers' top-down processes shape their attention and choices, independently and in concert with an organization's structural determinants. Our analysis is grounded on an eye-tracking based choice experiment in the realm of sustainable investing, in which we manipulate the salience of sustainability information that is channeled to decision-makers and measure individuals' priorities for self-transcendence values. Our results provide strong support for top-down processing as self-transcendence increases attention to and importance of sustainability information in choice. We additionally find that the centrality of information, as opposed to its visual contrast, moderates the relationship between values and early attention, and subsequent downstream effects on relative attention and choice. Overall, our findings suggest that organizational structures can be harnessed to increase the importance of sustainability information at the individual level. Yet, respective measures may be more effective when implemented in an unobtrusive manner.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

ONE

Broadening our Sight Through Immersive Educational Experiences: Lessons from the UN PRME Champions (session 604)

This PDW aims to demonstrate the power of taking higher education practitioners out of their comfort zones and exposing them to real life experiences that enable them to gain first person perspectives on responsibility, ethics, and sustainability issues alongside the stakeholders who are living through them. It highlights the importance of business and management educators partnering with actors from a range of sectors in recognizing the urgency of addressing social and environmental challenges. Academics from United Nations Principles of Responsible Management Education (UNPRME) Champion Schools were exposed to a range of 'immersion' experiences which placed them at the center of responsible business challenges. These immersions often had a transformative impact on individual educators, enabling them to take their learning and experience back into the classroom better equipped to contextualise sustainability issues to their students, colleagues, and other university stakeholders. This PDW will report on the experiences of UN PRME Champion School representatives and demonstrate the value of immersions for faculty in order to develop teaching, research and enterprise partnerships related to the sustainable development goals. It will provide practical guidance to participants on how to organize and design immersive experiences for students and faculty and present rich visual and audio data collected during the immersions to help bring the workshop to life.

Asynchronous

TEACHING

INTERNATIONAL

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

ONE

IM

OMT

SIM

Foregrounding Context in Researching Organisations and Grand Challenges (session 606)

Grand challenges have a global reach, but they instantiate in local and national contexts – yet, in our quest to generate universal, theoretical knowledge, we may overlook the role of such social- ecological and institutional factors. Without a deep appreciation and knowledge of context, we may also impose our own assumptions that are based on not only our scholarly training, but also our embeddedness in our own contexts. The aim of this PDW is to give greater explicit attention to context to improve the validity of our arguments and to challenge taken-for-granted assumptions. Our guiding questions: How do we ensure that context is appropriately addressed in theorizing organizational responses to grand challenges, especially in problematizing our assumptions and theories? How can dialogue and collaboration between researchers across contexts help further such contextual reflexivity?

Asynchronous

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

ONE

AFAM

IM

OSCM

SIM

From Sustainable Global Value Chains to Circular Economy – Broadening our Sight

for North/South (session 605)

Sustainability in global value chains (GVC) has become an established research field in many management-related disciplines. The growing interest in the circular economy concept pushes these conversations beyond established boundaries. The realization of interconnectedness urges researchers to broaden their sight by establishing multidisciplinary collaborations. In today's literature, the conventional linear economy model (i.e., take, make, dispose) still prevails, leaving many questions unanswered. Circular economy models, with their reorganized production and consumption processes, offer new sources of value based on new forms of production and use of products (i.e., waste as supply, cradle-to-cradle) through different innovation, manufacturing, and consumption activities (i.e., reuse, reduce, recycle) and new remuneration approaches (e.g., performance-based pricing). While the concept of better connections between output and input flows at all production or consumption levels is receiving increased acceptance, it remains unclear how to make this change happen on both corporate and public policy levels, and without furthering the north/south divide. Various scientific communities developing circular economy models contribute different perspectives to this conversation, with promising opportunities for research. This PDW takes up the discussions facilitated by various academic (e.g., Academy of Management, Society for the Advancement of Socio-Economics) and governmental organizations (World Bank Group, 2020) on advancing research on the circular economy to a new level. Participants will work with prominent scholars from different disciplines in open workshops to develop ways to address these challenges. The PDW ends with a future research-oriented discussion with all participants, based on results generated in three parallel workshops.

Asynchronous

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

ASYNCHRONOUS

AAT

Broadening our Sight: Embodiment, Allyship & Posthuman Organizing for Disabilities (session 175)

This All Academy Symposium endeavors to broaden the sight of management research by highlighting the central nature of embodiment and embodied experience to understanding human interactions. We use disability as a means to showcase the role of bodies and embodiment at work. Disability is an often-overlooked research topic within management and entrepreneurship research. This symposium uniquely combines first-person experiences of academics with and without disabilities and their collective embodied autoethnography. Taking these embodied experiences as a starting point, panelists joined by Andreas Heinecke, founder of the award-winning Dialogue Social Enterprises, will discuss the role of posthuman organizing for disabilities. Here, we will focus on discussions around embodied individual versus collective experiences, the idea of allyship within methodological and theory-building approaches, as well as the impact of a posthuman and embodied perspective on a diversity management and entrepreneurship research fields. Our aim is to push theoretical and methodological boundaries of management research through the lens of embodiment.

Real-time Presenter

PRACTICE

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

LIVE - PRESENTER

OMT

OMT Executive Committee Meeting (session 177)

Real-time Open

MEETING

LIVE - OPEN

TLC

A Hands-On Introduction of Two Pedagogical Tools to Improve Students' Use of the Value Chain (session 609)

Porter's (1985) value chain, a tool used to understand and analyze the firm's internal situation, is widely taught by academics and applied by practitioners. As evidenced by its inclusion in many management texts and syllabi, the value chain is one of the most widely taught tools in business schools (e.g., Wright, Paroutis and Blettner, 2013). And according to a survey of practitioners, the value chain is a management tool in "high use" (Jarzabkowski and Giuliatti, 2007). While the value chain is a management tool that students should master to meet employers' needs, in my experience, many students fail to master it. To help students become proficient using the value chain, I initially followed the practice that many other academics use to help students master management tools: I taught the value chain using the traditional lecture and case method. I assigned a learning resource (value chain reading and/or YouTube video) and then reviewed the value chain in class with a worked example. To ensure students understood and could reasonably use the value chain in a business context, I then assigned a case that required them to apply the value chain. Unfortunately, while students excelled in the other areas of the case, I consistently found that student performance using the value chain was underwhelming. Given the students' poor performance using the value chain, I began to look for other pedagogical methods to supplement the traditional case and lecture method. In the past ten years, I have been supplementing the traditional lecture and case method with two different pedagogical methods alternatively used with different audiences (undergrads, MBAs, executives) to improve their understanding and application of the value chain. The first method, JetFighter, is based on an exercise published in the Journal of Management Education (Sheehan and Gamble, 2010). This hands-on exercise simulates a factory where students are placed in groups and asked to plan and then produce a special order of paper planes. The second pedagogical method I

TLC

Empathy as Catalyst for Analysis: A Skill-Sharing Workshop for Experiential Learning (session 610)

What are the best practices for facilitating empathy as a critical part of learning business analysis, given constraints such as classroom settings and timing, program design and requirements, faculty skills and incentives, and the university's standing in the community? The goal of this highly-participatory workshop is to share techniques and inspiration for using empathy to enhance analysis across the business curriculum. Participants should leave with concrete ideas for classroom use as well as a framework for class and program design. More specifically, the session will: 1) Engage participants in highly-interactive discussions of the usefulness (or not) of empathy in informing and enlivening analysis. 2) Collect and share with all participants best practices both for developing empathy and for using empathy to enhance analysis. 3) Present and invite critique of the empathy-informed analysis framework that we have been developing for both classroom and program-wide use.

TLC SESSION SPONSOR



Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

employed more recently is a HBSP online value chain simulation, Value Champion (HBSP, 2018). In this single-player simulation, students are placed in the role of a manager who makes strategic and operational decisions along the value chain to produce a special order of shoes. In this 90-minute session, I will briefly introduce and review the pros and cons of both pedagogical methods to teach the value chain, have the participants try each method, before concluding with a debrief that asks participants to share their experiences regarding which method they preferred and why.

TLC SESSION SPONSOR



Asynchronous

PRACTICE

TEACHING

SYMPOSIUM

ASYNCHRONOUS

TLC

Five Activities to Get Students Hooked for OB and HR Classrooms (session 608)

Experiential in-class activities may provide extra value if used as a hook to get students interested in the subject matter at the beginning of the class, as attention and interest are the key predecessors to gaining and retaining knowledge. Therefore, starting classes with a thought-provoking activity before diving into a classroom lecture or reviewing content could foster better learning outcomes. In this session, we will review the research behind this teaching approach and then present five activities we use to initiate classroom sessions on key OB and HR topics to get students “hooked” on these topics.

TLC

How to Implement Case Writing as a Class Project: A Step-by-Step Approach (session 612)

In this session, we will examine how to use case writing as a pedagogical tool to increase student engagement and learning. Case writing as a student assignment asks students to move from a mostly passive analyst role to take on a variety of roles – researcher, interviewer, writer, and, ultimately, teacher. We will address each component of the student case-writing process including: preparing students for case writing, customizing the assignment to fit class learning objectives, requiring incremental work, addressing unique challenges associated with case writing as a student project, facilitating peer critique, providing feedback on incremental assignments, grading finished cases,

TLC SESSION SPONSOR



IVEY | Publications

Asynchronous

TEACHING THEME SYMPOSIUM ASYNCHRONOUS

managing student teams, and assessing publication options.

TLC SESSION SPONSOR



IVEY | Publications

Asynchronous

PRACTICE TEACHING THEME SYMPOSIUM ASYNCHRONOUS

TLC

Investigating the Needs of Students with Disability: Considering Universal Design as a Strategy (session 613)

This presentation will report on a recent faculty-wide study involving over five-hundred business and economic students and twelve disability support staff. Data collected during the study was mapped against the nine principles of universal design for instruction (UDI) in order to identify strategies for increasing inclusive teaching and learning practice. As well as presenting the findings, this session will provide audience members the opportunity to develop inclusive strategies for implementation within their own teaching. Audience members will be encouraged to reflect on their practice and to consider the potential benefits afforded through UDI.

TLC SESSION SPONSOR



IVEY | Publications

Asynchronous

DIVERSITY SYMPOSIUM ASYNCHRONOUS

TLC

Making Case Discussion Courses More Agile (session 611)

TLC SESSION SPONSOR



IVEY | Publications

Asynchronous

TEACHING SYMPOSIUM ASYNCHRONOUS

TLC

Problem Based and Service Based Learning in Business Courses: Does

TLC

Teaching Management and Innovation from Former Technical

Type of Organization Matter? (session 607)

Despite the growing popularity of student consulting courses and their potential advantages, few studies compare the two experiences (Commercial vs.

Social), and still fewer investigate how the differences affect the learning experience. This paper offers a comparative analysis of for-profit and non-profit consulting. This paper discusses the authors' experiences integrating service-learning and problem based learning into undergraduate courses and offers it as a model for others to adapt to their own preferences and teaching context. The analysis highlights key similarities and between these two types of student consulting and presents a framework on how to approach these courses more systematically and effectively. We explore the implications of this analysis for both faculty and students/clients. Details are provided to enable the courses to be adopted in other undergraduate programs.

TLC SESSION SPONSOR



IVEY | Pub

Asynchronous

PRACTICE

TEACHING

SYMPOSIUM

ASYNCHRONOUS

Objects (session 614)

How else can we train in innovation? How else can we teach innovation - and notably innovation management? Our pedagogical innovation is based on a direct relationship to innovative technical objects from the past. We follow the Conservatoire National des Arts et Métiers' "pedagogy of demonstration" established at the end of the 18th century. While this pedagogy gradually disappeared during the twentieth century with more academic pedagogical formats, the objects, and support of the pedagogy remained. Our wager is to return to the original vocation of objects-based pedagogy and to make it a training tool today. At the crossroads of innovation management and history, we develop a digital dimension with a Mooc entirely realized at the Art and Craft museum (which gathers one of the most beautiful collections in the world of technical objects) and a face-to-face pedagogy with the reception of small groups in the collections of the museum.

TLC SESSION SPONSOR



IVEY | Pub

Asynchronous

RESEARCH

TEACHING

SYMPOSIUM

ASYNCHRONOUS

TLC

The Redesign of Course Evaluation Instruments: Best Practices for Process & Instrument Design (session 615)

Course Evaluation Instruments (CEIs) are common and influential sources of faculty assessment and evaluation across most higher education institutions, but heated debates surround the value and validity of such instruments. Research has shown that CEI scores are distorted by a variety of factors, including but not limited to: expected grade, workload, course discipline, course level, class size, student effort, instructor's ranking, instructor's

ONE

Organizations and the Natural Environment Doctoral Consortium Part 2 (session 178)

The ONE Doctoral Consortium aims to offer a networking, learning, and research reflection opportunity to doctoral students engaged in organizations and the natural environment (ONE) research. In addition to doctoral students with a primary interest in environmental research, this doctoral consortium is designed for doctoral students whose focus research area is outside of ONE but who also focus on environmental issues in their work. A maximum number of 24 doctoral

gender, etc. Yet CEIs remain the most widely used source for evaluating teaching effectiveness, and the only source at some institutions. Thus, it is critical for schools and faculty to understand the limitations of CEI and develop effective remedies to mitigate the drawbacks. Based on research findings supplemented with practical experience, this workshop will provide participants with tools and guidance for evaluating and redesigning CEIs.

TLC SESSION SPONSOR



Asynchronous

PRACTICE

TEACHING

THEME

SYMPOSIUM

ASYNCHRONOUS

students will be selected based on their research quality and representation of a diversity of academic institutions, geographic interests, and research topics. The aim of the doctoral consortium is to provide doctoral students the opportunity to have faculty members reflect on their work, to integrate them in international research networks, and to create new networks of their own. The consortium will be cross-disciplinary and open to different theoretical perspectives and the faculty members involved come from different cultural and research backgrounds. The format of the doctoral consortium is informal and open, but doctoral students will come well-prepared to optimize the interaction with other doctoral students and faculty. The format will be a combination of dynamic sessions with the group as a whole as well as small roundtable sessions to ensure that doctoral students are able to get profound advice, learn about the work of others, and get to know each other. In this way, doctoral students will get to know and engage in dialogue with senior and junior ONE faculty from various parts of the world who will share their knowledge and experiences from their research, teaching, and careers.

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

ODC

OMT

RM

SAP

STR

ENT

Publishing Inductive Qualitative Research in Prominent Academic Journals (session 179)

This PDW is aimed at fostering information exchange among practitioner scholars interested in publishing inductive qualitative research in prominent academic journals. Practitioner scholars are individuals who pursue rigor in their research process and output as well as produce knowledge that is useful for improved managerial practice. The workshop will feature scholars with a track record of publishing qualitative research in premier journals. The goal will be to help practitioner scholars to disseminate their ideas through prominent journals, while still encouraging these scholars' focus on managerial relevance. The conference presenters will lead exchanges around topics such as understanding the expectations of premier journals; conducting a literature review; designing data collection and analysis processes; selecting and working with co-authors; writing a first research draft; refining a manuscript before journal submission; and dealing with the editor and reviewers during the review process.

Real-time Open

DIVERSITY

INTERNATIONAL

PRACTICE

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

GDO

GDO Executive Committee Meeting (session 236)

Real-time Open

MEETING

LIVE - OPEN

STR

STR Global Representatives Meeting (session 180)

Real-time Open

LIVE - OPEN

MEETING

TLC

A Da Vinci Effect? Can Management Education Benefit from Teaching Methods in Other Disciplines? (session 617)

This session explores how different academic disciplines can learn from, as well teach, each other. The presentation asks whether there is scope to incorporate teaching methods from other disciplines into management education, and similarly can methods routed in management inform teaching in other disciplines? The session will exemplify an activity inspired by mock trials used in law schools, which can be a dynamic method for students to think critically about management theories. Similarly, there are pedagogies routed in management that could be used in other disciplines. Teaching activities inspired by TV shows such as "The Apprentice" which promote entrepreneurial capabilities are often used in the classroom, and could be used as teaching activities for example in the Sciences. The session seeks to spark discussion and highlight new ways of teaching management, whilst providing some practical examples of how it could be done.

TLC SESSION SPONSOR



Asynchronous

PRACTICE TEACHING THEME SYMPOSIUM ASYNCHRONOUS

TLC

Embracing Digital Media in the Classroom: Using Web-Based Assignments to Link Theory and Practice (session 618)

TLC

Developing Students' Presentation Skills: Experiential Exercises Using Cloud Based Video Platforms (session 621)

Why, in a world that is dominated by YouTube, TED Talks, and TikTok, are management educators still assessing students' presentation skills using in-class presentation formats? Although face-to-face presentation skills are important, the focus on in-class presentations overlooks the burgeoning importance of teaching students how to develop video presentation skills. This session will showcase interactive video recording technologies and their use in organizational communication education for developing students' video presentation skills.

TLC SESSION SPONSOR



Asynchronous

TEACHING THEME SYMPOSIUM ASYNCHRONOUS

TLC

Let Your Students Set the Rules: Creating Autonomy and Psychological Safety in the Classroom (session 619)

In this session, 'Embracing Digital Media in the Classroom: Using Web- Based Assignments to Link Theory and Practice in Leadership Learning', we will discuss ways to harness students' interest and ability in accessing real-time information using digital media, while at the same time analyzing this information through the lens of academic theory. In addition, we will present an example of an assignment developed for an Introductory Leadership course as well as engage in brainstorming to apply this model to other courses and topic areas.

TLC SESSION SPONSOR



Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

Are you an instructor that has heard about letting your students set the classroom rules, but are apprehensive about yielding this power to your students? Have you wondered if and how this practice would benefit your classroom and students? What could go wrong? How best to manage it? Then this AOM TLC session is for you! In this session, you will participate in this process and learn how to effectively involve students in setting the classroom rules for the semester, ultimately fostering autonomy and laying a foundation for psychological safety.

TLC SESSION SPONSOR



Asynchronous

DIVERSITY

TEACHING

SYMPOSIUM

ASYNCHRONOUS

TLC

Teaching Entrepreneurial Negotiation (session 616)

TLC SESSION SPONSOR



Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

TLC

Teaching Uncomfortable Topics: Using Technology to Facilitate the Journey of Discomfort (session 623)

"I need to learn to be comfortable with my discomfort" was a comment made by an executive during one of our Leadership programs when asked to reflect on and share their leadership practice.

Confronting one's own weaknesses produces emotions which are not always easily shared and discussed, especially among work colleagues. Yet identifying emotions and acknowledging discomfort is central to reflective practice (Fook, 2010), which is also central to leadership development. The experience of these executives on the program prompted an immediate question for us: How can we help participants on executive leadership programs to move beyond their comfort zones and enhance their reflective practice? In this presentation we plan to describe and discuss how we addressed this question through the design, development, and delivery of an executive leadership program. We will provide an example of

how the use of technology in the form of Audience Response Systems (ARS) or 'clickers' created a safe environment, which enabled participants to discuss what initially would have been perceived as leadership vulnerabilities.

TLC SESSION SPONSOR



Asynchronous

PRACTICE TEACHING SYMPOSIUM ASYNCHRONOUS

TLC

Using Student Hackathon Data to Facilitate Reflection and Cultivate Evidence-Based Education (session 620)

The session considers how to collect data on individual and team dynamics in order to facilitate individual student reflection, as well as to improve the pedagogical design of team assignments — as part of an ongoing effort to continuously improve entrepreneurship education. Also...lessons on forming well-distributed student teams using algorithms, evaluating individual and team dynamics using various types of measurement instruments including RFID technologies, and assessing the pedagogical design of virtually any team assignment based on an evidence-based approach.

TLC SESSION SPONSOR



Asynchronous

DIVERSITY INTERNATIONAL PRACTICE RESEARCH TEACHING
THEME SYMPOSIUM ASYNCHRONOUS

TLC

Visual Course Mapping for the Generation Z Student (session 622)

In this interactive session, participants will learn about and gain practical experience with “visual course mapping”. Visual course mapping is an innovative element of course design that entails the process of thematically organizing, linking topics, and presenting a course’s master plan to students in the form of a dynamic and interactive visual map. Visual course mapping provides instructors with a powerful tool that can help students understand the organizational logic and interconnections among course topics and materials as they progress through a term. In addition to helping organize and synthesize course materials around a unifying theme, the dynamic and interactive nature of visual course mapping appeals to the increasingly visual and interactive learning style preferences of the rising cohort of Generation Z students who are now filling many college classrooms (McCrinkle and Wolfinger, 2009; Khan and Bansal, 2018). Participants will leave with an understanding of the process of visual course mapping, as well as practical experience developing their own course maps.

TLC SESSION SPONSOR



Asynchronous

LEARNING

SYMPOSIUM

ASYNCHRONOUS

Ivey

Public

NDSC

New Doctoral Student Consortium (NDSC): Day 3 (session 183)

A mini-conference within the AOM conference, the New Doctoral Student Consortium (NDSC) is one of the longest running and most well-attended pre-conference activities. The NDSC's central mission is to provide a professional development outlet for doctoral students entering the first or second year of a doctoral program, as well as those considering entering a doctoral program. This year's virtual NDSC will allow participants to connect with fellow doctoral students and to learn from experienced scholars on topics such as succeeding in a doctoral program, publishing research, and managing an academic career. The NDSC is committed to facilitating doctoral students' initial experience with, and further integration into, the Academy of Management and the academic community at large. This year, the NDSC will run across three days/sessions: •Friday, August 7th: 10:00am-12:00 (noon) EST Session ID# 19680 •Saturday, August 8th: 10:00am-12:00 (noon) EST Session ID# 23347 •Sunday, August 9th :10:00am-12:00 (noon) EST Session ID# 23348

Pre-registration is required for this workshop as space is limited to 110 participants. The deadline to register online is July 30th, 2020. Participants only need to register once but must commit to participate on all 3 days. To register online, please visit:

https://docs.google.com/forms/d/e/1FAIpQLScdKVoj2gO1f73M7TZ3kkXqvFSrjEw/viewform?usp=sf_link
Registered participants will receive a confirmation e-mail with further information on the virtual sessions. In case of any questions, please reach out to us on aom.ndsc2020@gmail.com.

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

MOC

MOC Executive Committee Meeting (session 182)

Invite Only

Real-time Open

LIVE - OPEN

MEETING

OSCM

Broadening Our Understanding of Behavioral Experiments for OSCM (session 184)

Our field draws heavily from several different fields of research for our experimental methodology with foundations deeply rooted in psychology and economics. As experimental research in Operations and Supply Chain Management (OSCM) continues to grow, it is critical that we know how to correctly evaluate experimental designs relying on different foundations. This PDW explores how OSCM research can best benefit from the different perspectives and provides guidance for researchers and reviewers to help improve and evaluate the rigor of OSCM experiments across several themes where research paradigms differ including the use of incentives, sampling pools, deception, and vignettes.

Real-time Open

THEME

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

TIM

Organizational Innovation: TIM Conversations - Cognition and Innovation (session 186)

Paradoxical Framing and Coping Process on Sustainability Innovation

Author: **Ei Shu**; ESLSA Business School Paris

Despite all the attention around paradox lens on sustainability in recent years, research regarding the ways how paradoxical framing may influence a firm's innovation activities remains limited. To address this gap, this study juxtaposed paradox theory and cognitive framing perspective to examine how the two sides of paradoxes - namely, the positive framing and negative framing-may either stifle or enhance a firm's innovative efforts toward a sustainability new product development. The findings add to the extant research by providing a more fine-grained understanding on how paradoxes are manifested in the organizational setting, and its underlying reframing process to cope with tensions on sustainability innovation.

[view paper \(if available\)](#)

Successful Corporate Entrepreneurship: A Process of Acculturation into Corporate Logics

Designated as a "Best Paper" for TIM

Author: **Ann-Kathrin Leiting**; Eidgenössische Technische Hochschule Zürich

Author: **Bart Clarysse**; ETH Zürich

Author: **Jana Thiel**; ETH Zurich

Incumbent firms increasingly employ practices derived from the global entrepreneurial community to develop new innovative projects geared toward strategic renewal. Typically, the imported practices and logics differ substantially from traditional corporate logics. While prior literature has described how organizations can effectively blend different institutional logics and proactively use them, we know rather little about how a new professional logic with its own processes and practices can be introduced into a dominant organizational logic with its strong corset of how to create new market opportunities. We study this complicated process within the context of a large engineering and electronics company that has invested in endorsing corporate entrepreneurship to deal with the opportunities and threats of technological change in its industry sector. We find that a successful re-integration of corporate ventures into a business unit depends on the capability for organizational acculturation. Our study makes two central contributions: first, we contribute to the literature on institutional logics by identifying detail mechanisms of such organizational acculturation process, and second, we add to the corporate venturing literature by offering theoretical insights into the question why practices and forms adopted from the entrepreneurial community do not easily result in new business.

[view paper \(if available\)](#)

Managing Digital Transformation: Comprehending Digitalization Tensions for Driving Disruptive Change

Designated as a "Best Paper" for TIM

Author: **Lukas Moschko**; Institute for Technology and Innovation Management at RWTH Aachen U.

Author: **Vera Blazevic**; Radboud U. Nijmegen

Author: **Frank T. Piller**; RWTH Aachen U.

Recent studies have shown the significance of disruptive innovation activities in the context of digital transformation for incumbent organizations. These companies strive to move towards data-driven business models through applying digital technologies which were attested a disruptive nature. However, it is unclear why many of those innovation projects cannot seize the full potential of digital technologies and rather result in an incremental adaptation of existing products or processes. Applying paradox as a meta-theory in this context, we seek to examine the mechanisms of digital innovation management projects in established, industrial companies. By conducting a qualitative study based on a collaborative research project and additional interviews with experts from industrial companies we were able to identify and categorize emerging tensions in digital innovation projects. Based on those results, we derived underlying paradoxes, notably regarding the openness in collaborations, the determination of the digital innovation process and integration of the innovation outcome in the existing business. Based on paradox theory, we discuss that those subliminal paradoxes may become salient in form of tensions in digitalization projects. An awareness for existing paradoxes can reduce the impact of tensions in digital innovation management in order to create disruptive innovations through digital transformation.

[view paper \(if available\)](#)

Achieving Personal Ambidexterity in Practice

Author: **Alexander Paul**; RWTH Aachen U.

Author: **David Antons**; RWTH Aachen U.

In times where technological change develops exponentially, companies are under pressure to constantly reinvent themselves. However, it is still an open question how companies can explore new opportunities for innovation while at the same time exploiting their existing knowledge. Much research has focused on structural and sequential ambidexterity, meaning that exploration and exploitation are separated through structures or time. Little research, however, has been put on personal ambidexterity and how paradoxical demands can be handled by employees within their daily work environment. Therefore, we analyze how employees of a large European car manufacturer with distinct roles execute a highly explorative task – evaluating tournament-based crowdsourcing solutions. For this, we make use of participant observation, archival data, and qualitative interviews. The results indicate that certain cultural elements as well as leader behaviors form role perceptions of employees. If role perceptions are exploitative, employees feel negative emotions due to cognitive dissonance which decrease exploration quality. Nevertheless, we identified some individuals that were able to cope with cognitive dissonance through certain personality traits, competencies, support, and an adaptation of the task scope. This provides several implications for the implementation of personal ambidexterity within companies.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

RESEARCH

LIVE - OPEN

GOV

The AOM Fellows Group Annual Program (session 1910)

Asynchronous

MEETING

ASYNCHRONOUS

CAR

Careers Division Executive Committee Meeting (session 181)

Real-time Open

MEETING

LIVE - OPEN

STR

STR Teaching Committee Meeting (session 185)

Real-time Open

LIVE - OPEN

MEETING

IM

GDO

OB

GLOBE 2020: Understanding Cultural Foundations of Trust Across Countries (session 190)

In this symposium, GLOBE researchers will present the theoretical framework connecting national culture and antecedents of trust, the quantitative and qualitative methodologies used to measure the constructs, and preliminary findings. Upon the completion of the presentations, Kurt Dirks, a renowned authority on trust issues, will act as a discussant and will comment on the GLOBE work. The symposium will end with an engaging discussion with the audience.

Real-time Presenter

INTERNATIONAL

RESEARCH

THEME

LIVE - PRESENTER

SYMPOSIUM

IM

Internationalization of State-Owned Firms: Do Governments Help or Hinder? (session 188)

The internationalization of state-owned firms has gained increasing scholarly attention, as well as promoting a key theoretical debate — whether the state enables or limits these firms' internationalization. This question is vital to the international management literature because the extant theories have been severely challenged by the shifting landscape of the international business field. Reflecting this, the panel will focus on clarifying various, sometimes conflicting, findings generated in the current literature. In doing so, we will make explicit theoretical assumptions in conjunction with the evolving political and economic reality. Specifically, there is a lively debate on the role of the state in firm internationalization. On the one hand, because of potential government appropriation and tension between owners and managers, some scholars predict a negative relationship between state-ownership and firm internationalization. On the other hand, given preferable treatment from the state, others argue that the internationalization of state-owned firms benefits from state ownership. To better understand the literature, our discussion is grounded in three relationships: within the firm, between the firm and home government, and between home and host governments. The ultimate goal of the panel is to inspire new research ideas on internationalization of state-owned firms and advance international management scholarship

Real-time Presenter

INTERNATIONAL

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

IM

International Management Division Thought Leadership Cafe (session 187)

Real-time Open

MEETING

LIVE - OPEN

IM

IM Proceeding Paper Session 1 (session 189)

A Configurational Analysis of the Effects of EQ and CQ on Performance in Multicultural Teams

IM Division Best Paper in OB/HRM/OT Finalist

Designated as a "Best Paper" for IM

Author: **Franziska Eberz**; Free U. of Bozen-Bolzano

Author: **Marjaana Gunkel**; Free U. of Bozen-Bolzano

Author: **Christopher Schlaegel**; U. of Groningen

Author: **Vas Taras**; U. of North Carolina, Greensboro

Prior research has typically explored the role of cultural intelligence (CQ) and emotional intelligence (EQ) in teams separately. The present study examines the interplay as well as the combined and unique effects of both CQ and EQ on performance in global virtual teams (GVTs). Utilizing a sample of almost 3,000 individuals from over one hundred countries forming 438 multicultural teams, we evaluate the combined effects of CQ and EQ using the regression analysis as well as fuzzy set qualitative comparative analysis (fsQCA). The results show that both individual and team performance are significantly affected only by EQ. However, the configurational analysis shows that various configurations of the two types of intelligence can improve performance. EQ is more important for individual performance and CQ has a stronger effect when team performance is considered. We discuss the implications of our findings and provide directions for future research.

[view paper \(if available\)](#)

Multicultural and Multilingual Individuals Forming Social Capital

IM Division Best Paper in OB/HRM/OT Finalist

Designated as a "Best Paper" for IM

Author: **Tomke Jerena Augustin**; Eberhard Karls U. Tübingen

Author: **Markus Pudelko**; U. of Tuebingen

This study investigates the social capital formation and outcome of two increasingly important groups of employees: multicultural and multilingual individuals. While internationally operating organizations are increasingly relying on the informal resources of their employees such as social capital to gain a competitive advantage, cultural and language differences among their employees limit the formation and presence of social capital. Since multicultural and multilingual employees could be a solution to this dilemma, we investigate how they form social capital and identify the properties of their network of relationships as relevant to the organization. Based on the analysis of 154 semi-structured interviews with multicultural and multilingual individuals in international workplaces, we develop a model that shows the multifaceted process how multilinguals form language-specific social capital only, whereas multiculturals form culture-specific and culture-general social capital. Our inductive reasoning unpacks the language-related, culture-related and personal attributes that these individuals draw on when forming social capital. Our study contributes to international business research by introducing the micro-processes of forming social capital and expanding knowledge about the resources that multicultural and multilingual employees bring to organizations.

[view paper \(if available\)](#)

Diversity Types in a Top Management Team and the Process of Strategic Change

Designated as a "Best Paper" for IM

Author: **Mami Taniguchi**; Waseda U.

Author: **Parshotam Dass**; U. of Manitoba

Multinational companies need to deal with diversity in their strategic change processes. Diversity researchers distinguished among diversity as variety, separation, and disparity but did not examine how they may relate to one another. The purpose of this research is to investigate the relationships among these diversity types in a top management team of a global region of a multinational information and communications technology company currently undergoing the process of business model change. We conducted 95 interviews with top executives from 2013 to 2020 from which we derived a multilevel model a) where team diversity as variety, separation, and disparity become salient during the exploration, transformation, and exploitation phases, respectively; b) that shows how variety and separation influence disparity and how these influences are mediated by perceived inclusion at the individual level; and c) that explains how performance at three levels (individual, team, organization) has a critical role to play in the process of globalization. Our longitudinal qualitative study has helped to broaden our view of diversity by bridging the gap between micro and macro approaches, qualitative and quantitative methods, and rigor and relevance.

[view paper \(if available\)](#)

Why Do Platform Multinationals Struggle Abroad? The Role of Informal Institutions

IM Division CEIBS Best Paper Award Finalist

Designated as a "Best Paper" for IM

Author: **Ke Rong**; Tsinghua U.

Author: **Di Zhou**; Tsinghua U.

Author: **Ronaldo C. Parente**; Florida International U.

Firms providing virtual platforms that connect buyers with sellers of goods and services are increasingly venturing abroad, sometimes from or near inception. However, these platform multinational companies (PMNCs) seem to struggle more against local competitors in foreign markets compared to more traditional MNCs when it comes to capturing market share and generating profits. In this study, we explore the underlying causes of these patterns. We first flesh out several stylized facts from a longitudinal case study of the mobile phone industry in China, and then we use these facts as input for formal economic modelling and simulations to derive generalized propositions. We find that informal institution distance (IID) at the business system and product market levels poses challenges to all MNCs. Yet, whereas traditional MNCs can overcome IID by leveraging their product quality advantage, PMNCs are usually unable to do so and are, thus, more likely to underperform. We explicate that this pattern is likely underpinned by network effects that exacerbate the role of IID for the foreign PMNC. We discuss implications of these results for theory of the PMNC, particularly focusing on the need for research examining how this unique form of MNC can overcome internationalization challenges associated with IID.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

TLC

Assessing Ethical Competencies at Scale in a College of Business (session 632)

The College of Business at a large R1 institute recently recognized the need to update their ethics curriculum, with specific attention to: precisely defining the ethics learning goal and learning outcomes, aligning ethics material to the curriculum, developing assessment metrics, and establishing mechanisms for periodic review and revision. This session will present the collaboration between the college and an ethics specialist, focusing on how needed content was created, how assessments were aligned with college goals and learning outcomes, how data will be analyzed, and how the content will be kept current for future use. In addition, the presenters will share assignment and assessment activities that will allow students to demonstrate that they meet established learning outcomes at a more sophisticated level than typical multiple-choice quizzes or exams. This interactive presentation is relevant to all business faculty and administrators who are looking to create or otherwise enhance their current ethics related initiatives, particularly those who want the ability to scale efforts.

TLC SESSION SPONSOR



Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

TLC

Beyond Pitch Competition: Rural Community Building Through Youth Entrepreneurship (session 628)

Outmigration of youth and young adults is a serious issue in rural America. Many young people leave their communities right before or at the peak of their economic productivity in search of better educational and economic opportunities elsewhere (Smith, Winkler, & Johnson, 2016). Entrepreneurship is critical as a potential solution to job creation and population retention (Kane, 2010). Although there is growing interest and engagement in entrepreneurship education for youth and young adults, significant gaps exist. First, most existing programs that provide mentoring opportunities towards vocational and entrepreneurial skills have been designed in and for large communities, and are not attuned to the unique rural context. In addition, few programs are designed for retention in (or return to) rural communities. Finally, few programs collect data on pre- and post-source attitudes to refine their programs. To address these challenges, we created youth entrepreneurship education programming based on the Lean Startup Method (Ries, 2011) and Youth-Adult Partnership (Y-AP) approach (Zeldin & Powers, 2013) with an intention to contribute to sustainable rural futures with a focus on promoting youth entrepreneurship, technology skills, and fostering social connections and attachment to local communities. The program has been delivered in various small towns in Nebraska and Wyoming in partnership with community organizations, high schools, community colleges, and universities. This session at the Teaching and Learning Conference has three goals. The first is to introduce new learning innovations for youth entrepreneurship education that are place-based, experiential, and project-based. The second is to share insights and early findings of how the program has influenced youth attitudes about rural America. The third is to propose best practices to connect youth learning and small-town, real-life business challenges.

TLC SESSION SPONSOR



Asynchronous

PRACTICE

RESEARCH

TEACHING

THEME

SYMPOSIUM

ASYNCHRONOUS

TLC

Critical Thinking in Business and Management Education: Successes and Challenges (session 627)

This interactive session will explore three interrelated aspects of developing critical thinking among undergraduate business and management students: student-led critical thinking, institutional challenges and opportunities for developing critical thinking, and faculty critical thinking. Attendees will leave the session with a deeper understanding of critical thinking and with some key 'take aways' to try out at their own institutions.

TLC SESSION SPONSOR



Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

TLC

Curricular Design for Student Employability Development: A Multi-Stakeholder Perspective (session 629)

The higher education (HE) sector plays important roles in equipping graduates with suitable skills for the work place. However, over the years, the ability of the HE sector to achieve this role has been questioned (Hill et al. 2013). The commonly-perceived gap between what graduates can offer and what employers are looking for indicates that university studies do not necessarily provide sufficient opportunities for students to develop employability skills, understandings, and personal attributes which are critical for the global labor market. In our 2019 AOM TLC workshop "Integration of Global Employability and Professional Development into the Student Experience", based on students' and employers' perspectives on critical employability skills and attributes, we proposed a holistic development approach that bridges the curriculum and extra-curricular activities and stressed the importance of university-employer collaboration for student employability development inside curricula. On this basis, in this workshop, we take a further step to investigate how business faculty can involve employers and students as key stakeholders in curricular design and assessment to make them more relevant to real life employer needs and global workplace trends (Meyer & Bushney, 2008; Tamrat, 2019). To start, we will review the current gaps indicated in literature between curricular focus and employer needs, between business teaching and student learning, and between quality of student learning and workplace requirements (see Rhew, Black, & Keels, 2019; Rowe & Zegwaard, 2017). We then share examples and best practices from four countries

(UK, Korea, US and China) on how employers and students (including alumni) can be best involved in curricular design and assessment related to employability. Finally, we present effective methodologies that help teaching faculty to identify how and where employability-related learning is incorporated into curricula. Participants will be invited to review and discuss encountered challenges and difficulties when developing the triangle links among students, teaching faculty, and employers related to employability development in their contexts. They will be asked to reflect on their approaches of evaluating student learning gaps related to employability development and where improvements are needed. Participants are encouraged to share their experience of involving key stakeholders in curricular design and evaluation.

TLC SESSION SPONSOR



Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

TLC

Making an Off-the-Shelf Simulation Your Own (session 630)

Chahrazad Abdallah Abdallah

Simulations have long been used to provide students with a safe environment to apply theoretical and conceptual learning from the classroom. Simulations have many benefits, including opportunities for collaboration, teamwork, increasing student engagement, and learning by doing. The instructor's role in selecting and implementing a simulation is key to the impact that the simulation will have on student learning. When looking to add experiential learning components to teaching, many instructors look at the decision to use simulations as a buy or build decision. This session will broaden the sights of attendees by helping them overcome this dichotomy. Buying a simulation does not mean that you must use it as is; there are myriad wonderful ways that you can

TLC

Simulating Real-World Entrepreneurial Uncertainty & Entrepreneurial Role Prototyping in a Classroom (session 633)

Entrepreneurship Education (EE) aims not only to produce entrepreneurs who create businesses, but also individuals who solve problems by adopting an entrepreneurial mindset. It is increasingly accepted that the best way to provide such EE is through Experiential Learning (EL). Well-crafted and gamified simulations can potentially simulate the entrepreneurship process within the safety of a classroom, thereby allowing students to experience not only success, but failure as well, without the real-world costs. However, if entrepreneurship is not activated as one among several possible selves (or possible identities) among entrepreneurship students, it is unlikely that they will point their motivation, energy, behaviour, and engagement in

take an off-the- shelf simulation and build learning activities to make it your own!

TLC SESSION SPONSOR



IVEY | Pub

Real-time Open

LIVE - OPEN

THEME

TEACHING

SYMPOSIUM

that direction – with or without a game. Hence, it is not only necessary to teach students entrepreneurship, it is equally important to help them cultivate a desire to become an entrepreneur through identity transitions and effective role models of their future possible self as an entrepreneur. To address these issues, the author, an entrepreneurship educator himself, has created a board-game meant for explicit in- curricular insertion. This teaching intervention has now been adopted by a few schools and it has generated a good amount of student reflection data that will be the foundation of this workshop. The participants can expect to learn how to teach and offer students meaningful entrepreneurial identity transitions within the safety of a classroom while being fun and engaging. After a brief description of the game setup, the discussion will revolve around student entrepreneurial role formation and uncertainty handling in a classroom context.

TLC SESSION SPONSOR



IVEY | Pub

Asynchronous

DIVERSITY

PRACTICE

TEACHING

THEME

SYMPOSIUM

ASYNCHRONOUS

TLC

Teaching Power and Distributive Justice Using Extended Role Play (session 631)

Understanding power and how resources are distributed within an organization can be particularly challenging for undergraduate students who have minimal work experience (Quinton & Smallbone, 2007). We introduce a new teaching innovation that highlights a method of extended role play that places students within roles at a fictional university struggling to comply with funding requirements of Title IX (Lower, et al., 2018; Shaw, 2010). Using an activity titled “Changing the Game: Title IX, Gender and Athletics in American Universities” from Barnard College’s Reacting to the

TLC

The Digital One Minute Paper (DOMP) 2.0: A Teaching Innovation to Improved Student Engagement (session 626)

The Digital One Minute Paper (DOMP) 2.0: A teaching innovation delivering improved student engagement in modern, multi-cultural classroom environments. This is an updated version of the topic presented at 2019 AOM@TLC, presenting research findings and demonstrating the revised DOMP software on the basis of those findings. While it is always a challenge to gather real time, actionable feedback from students because of increasingly large class sizes and a very diverse international student body, it has never been more

Past series, we examine how this form of experiential learning allows for a class of between 15 and 40 students to see organizational issues from multiple perspectives.

TLC SESSION SPONSOR



Asynchronous

PRACTICE

TEACHING

SYMPOSIUM

ASYNCHRONOUS

important. This presentation involves an interactive demonstration of the latest DOMP software that has been developed following a research project carried out in UK business schools, and will discuss the learning and teaching benefits and enhanced student experience that can be gained from implementing this new tool.

TLC SESSION SPONSOR



Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

MBR

Career Services Job Market Workshop (session 192)

Join the Career Services Committee and our guest panelists for this interactive job market workshop open to all members. Topics will include the dos and don'ts within the academic job search process, statistics from the 2020 academic employment market, a panelist-led discussion addressing the hiring process, and a closing Q&A. Workshop facilitators include our Career Services Committee leadership and guest panelists, including Deans and Department Heads from around the globe, with an expansive depth of hiring expertise. Add this session to your schedule today!

If you cannot make this session, we will upload the recorded session to the Career Services page within AOM2020.

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

GDO

OB

HR

On "Doing" Inclusion: An Inclusive Behavior Training (session 194)

Decades of research on diversity and inclusion have established that inclusive environments are crucial for diversity to thrive. However, to date there is very little insight in how to "do" inclusion. That is, most research focuses on practices and leadership, but very little on specific behaviors underlying experiences of inclusion and exclusion. Based on the principles of experiential learning, in this training we simulate a psychologically safe environment in which participants can display as well as experience inclusive and exclusive behaviors. Participants will reflect on their experiences and how they apply to the workplace in small groups as well as plenary. Participants as well as facilitators will share lessons learned regarding the theoretical understanding of the notions of inclusion and exclusion, as well as actionable suggestions to behave more inclusively and create more inclusive workplaces.

Pre-registration is required. Please email Johannes van Dijk at J.vanDijk1@tilburguniversity.edu with subject line "Doing Inclusion PDW Registration" by 11:59pm EDT August 5th.

Real-time Open

LIVE - OPEN

PRACTICE

DIVERSITY

INTERNATIONAL

PDW (WORKSHOP)

AAT

RM

Person-Centered Approaches in Management: Methodological Insights and Substantive Examples (session 634)

Person-centered methods in vocational behavior research: A systematic review

Joeri Hofmans; Vrije U. Brussel
Bart Wille; Ghent U.
Bert Schreurs; Vrije U. Brussel

Latent Profile Exploratory Factor Analysis: A Novel Two-Part Procedure for a New Era of Big Data

Matt Caleb Howard; U. of South Alabama

Are People Embedded Differently? A Person-Centered Approach to Embeddedness

James Rigby; U. of Houston
Caitlin M. Porter; U. of Memphis

Profiles of Job Crafting Strategies and Their Antecedents: Longitudinal Person-Centered Approach

Anne Mäkikangas; Tampere U.
Jaana Minkkinen; Tampere U.
Jessica De Bloom; U. of Groningen
Miika Kujanpää; Tampere U.
Ulla Kinnunen; Tampere U.

A Person-Centered Analysis of the Antecedents of Employee Engagement

Sydney Reichin; Pennsylvania State U.
Susannah Ivory; Pennsylvania State U.
Kayla Walters; Pennsylvania State U.
Terri Frasca; Pennsylvania State U.
Anthony Roberson; Pennsylvania State U.
Samuel T. Hunter; Pennsylvania State U.
Sarah Coley; BB&T Leadership Institute
Patrick Gallagher; BB&T Leadership Institute

Asynchronous

AFAM

Africa Journal of Management Editorial Board Meeting (session 635)

Asynchronous

MEETING

ASYNCHRONOUS

CMS

Doctoral Student and Early Career Scholar Consortium: Fostering Critical Scholars and Scholarship (session 191)

The Critical Management Studies Division Doctoral Student and Early Career Scholar Consortium is aimed at meeting the needs of both doctoral students and early career scholars interested in critical research, education and engagement. The consortium provides a great opportunity for participants to connect with like-minded individuals at all career stages, from varied nationalities and backgrounds, and explore ideas, share knowledge and contribute to the discussion on a diverse range of topics and issues. Also, the consortium affords participants the opportunity for one-on-one discussion with more experienced critical management scholars. The Division's Professional Development Workshop Program, which starts after the Consortium and runs through to Saturday evening, offers participants further opportunities for development on a variety of related topics.

Real-time Open

PDW (WORKSHOP)

DIVERSITY

INTERNATIONAL

PRACTICE

RESEARCH

TEACHING

THEME

LIVE - OPEN

OB

RM

Why We All Should Be Bayesians: An Introduction to Bayesian Studies (session 195)

The purpose of this symposium is to introduce management researchers to the opportunities of Bayesian statistics for empirical research in the management sciences. We will outline the fundamental features of the Bayesian method without delving into the mathematical details. Instead, we will outline the conceptual differences and potential advantages of a Bayesian approach compared to traditional statistical analyses involving null-hypothesis statistical significance tests. We will then introduce an illustrative example from empirical management research that illustrates opportunities for the useful application of Bayesian data analysis and introduces participants on how to interpret the outcomes of Bayesian analyses for causal inference. Finally, we will discuss why, in spite of strong arguments supporting the use of Bayesian statistics, the field of management research has been very reluctant in considering Bayesian analysis as an alternative and how management scholars can support related methodological change efforts. The purpose of this symposium is to convince participants of the potential opportunities Bayesian methods can provide and to motivate organizational researchers to consider Bayesian statistics as an alternative in future research.

Real-time Presenter

RESEARCH

LIVE - PRESENTER

SYMPOSIUM

MC

MC Award Winning Papers I (session 193)

Executive Coaching Explored: Toward a Contingency Approach

Winner of the Management Consulting Division Outstanding Field Report Paper Award
 Author: **Evan Hayden Offstein**; Frostburg State U.
 Author: **Ronald L. Dufresne**; Saint Joseph's U.
 Author: **J.Stephen Childers**; Radford U.

The domain of executive coaching is becoming a crowded one. Despite its meteoric rise and use since the advent of the millennium, academic inquiry seems to lag the progress made in applied and practitioner circles. Even more, academic inquiry remains largely absent in the critique and investigation of commonly used practitioner models. In fact, the dominant logic surrounding the delivery and execution of executive coaching seems to affirm a thoughtful, mutual enterprise that unfolds over time and where trust is necessary. Put simply, the assumptions that underlie and underpin the thinking and execution of executive coaching rests heavily on the consultative, free form type of delivery and interaction. In this conceptual paper, we begin to challenge the veracity of this orthodoxy. In so doing, we plant the seeds of a contingency-based approach to executive coaching. In particular, we advance five contextual considerations that may argue for more of a directive, as opposed to consultative, approach towards the executive coaching experience.

[view paper \(if available\)](#)

Innovative Model in NGO Management: Implementation of SEAM as a Consulting Management Methodology

Winner of the Information Age Publishing Outstanding Doctoral Student Paper Award
 Author: **Rana Barazi**; Doctoral Student
 Author: **Veronique Zardet**; ISEOR, Magellan, IAE Lyon, U. Jean Moulin

ONE

ONE Executive Meeting (session 636)

Asynchronous

MEETING

ASYNCHRONOUS

This paper is a qualimetrics research to show how the Socio-Economic Approach to Management (SEAM) methodology is the pathway to create a sustainable Non-Governmental Organization (NGO). It describes the framework of an effective organization built on the basis of quality that is utilized as an asset affecting productivity and efficiency in a positive manner. Quality is demonstrated by deep digging into the current internal and external challenges of NGOs and applied in the context of an actual intervention research in an NGO in the Lebanese context. This longitudinal intervention carried out during two years started by diagnosis of dysfunctions and portrayal of initial status of the organization followed by escorting the execution of the different stages of the transformational projects and later performing assessment for realization of key achievements. This intervention research shows that SEAM methodology paves the route towards a sustainable organization characterized by quality of functioning and services with a cross-cutting quality of management. The term quality is presented in a theory-based as well as conceptual perspective.

[view paper \(if available\)](#)

Can we trust them again? A Framework for Repairing Trust in SMEs in an Economic Crisis Context

Winner of the Benedictine University Award for Outstanding Paper on Ethical Issues in Consulting
Author: **Alexandros Psychogios**; Birmingham City U. Business School

Author: **Rea Prouska**; London South Bank U.

Author: **Leslie Szamosi**; U. of Sheffield International Faculty, CITY College

Author: **Dritjon Gruda**; National U. of Ireland, Maynooth

The economic crisis has undermined the foundations of trust-based relationships, creating a trust gap between organizations and their stakeholders and threatening business practice. The purpose of this study is to explore the breakdown of trust within small and medium-sized enterprises from an intra and inter-organizational perspective, drawing lessons from the fallout of the Greek economic crisis. Based on an in-depth investigation

of four case-studies, this research offers insights on organization-stakeholder trust challenges created by the wider economic context. The paper presents a framework that can help entrepreneurs and managers for repairing trust in stakeholder relationships in times of economic crisis. This framework can also be used from consultants that are involved in small and medium sized companies' development and growth.

[view paper \(if available\)](#)

Exploratory Research on Management Consulting Needs and Adaptations in Very Small Companies (WITHDRAWN)

Winner of the Thomson South-Western Outstanding Research-Based Paper on Management Consulting

Author: **María Angeles Rastrollo-Horrillo**; U. of Malaga

Author: **Maite Rateau**; ISEOR

Author: **Amandine Savall**; ISEOR

This exploratory research is aimed at identifying the specific needs of very small companies (VSCs) on Management Consulting (MC) and sketching MC services and processes adapted to VSCs. By using SEAM action-research, we have analyzed a sample of 4 management consulting projects conducted in VSCs located in France and in Spain. This paper contributes to enriching the very scarce literature on MC in VSCs. Drawing on these 4 case-based exploratory analysis, the proposed conceptual framework in this study offers a basis for future studies to extend the analysis to broader recognition of the distinctive characteristics, more countries, more MC methods, and to compare VSCs with other larger enterprises. The implications for practitioners are important; by exploring the adaptation of consultation methods, we offer some insights into the roles, skills and strategies available to the consultant in order to be successful in VSCs.

[view paper \(if available\)](#)

Real-time Open

LIVE - OPEN

PAPER SESSION

TIM

TIM Business Meeting (session 196)

Real-time Open

MEETING

LIVE - OPEN

TLC

TLC@AOM Introduction (session 197)

TLC SESSION SPONSOR



IVEY | Publishing

Real-time Open

MEETING

LIVE - OPEN

AAT

HR

Untangling the Complexity of HRM & Employment Relations in the Gig Economy (session 637)

Illusionary Autonomy: Algorithmic Control and Worker Autonomy in App-Based Gig Work

James Duggan; Cork U. Business School

Ultan Sherman; Cork U. Business School

Ronan Carbery; Cork U. Business School

Anthony McDonnell; U. College Cork

The Effect of Customer Ratings on Gig Workers' Job Satisfaction, Work Engagement and Commitment

Anna B. Holm; Aarhus BSS, Aarhus U.

Ana Alina Tudoran; Aarhus U.

Distinguishing between Autonomy Opportunities and Actual Autonomy Enactment by Gig Workers

Mark Boons; Vrije U. Amsterdam

Jeroen Meijerink; U. of Twente

Internet Platform Employment in China: Legal Challenges and Implications for Gig Workers

Tianyu Wang; Monash U., Australia

Fang Lee Cooke; Monash U., Australia

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

AAT

Broadening our Sights: Advancing Interdisciplinary Thinking on Global Migration (session 198)

This panel symposium addresses several topics in the All Academy Theme (AAT), the International Management Division, and other divisions, all through the lens of global migration. The purpose is to engage a group of expert panelists with different interdisciplinary backgrounds in a formal, moderated, interactive discussion of key aspects of migration that are germane to management and international business (IB) but have yet to be integrated within mainstream scholarship in these fields. The main topics tackled will include: 1) migrants as bi-cultural boundary spanners in global organizational contexts, and their impact on firms' approach to strategy and organization; 2) the changing balance of location and firm-specific human capital advantages; and 3) the implications of migration for cross-border activities of firms and ethno-cultural diversity. In addition, we will examine the extent to which management and IB scholarship can be enriched by recognizing and incorporating knowledge on migration generated in allied disciplines with a sharper focus on the topic - namely political science, political economy, sociology, and anthropology. By surfacing, synthesizing, and connecting arguments taken from different disciplinary perspectives, we will show how and why the global movement of migrants has altered the nature of firm competitiveness with implications for the governance choices of multinational enterprises. Our main contribution will lie in breaking self-imposed dichotomies and mindsets that, inadvertently or otherwise, can stand in the way of creating a truly interdisciplinary synthesis of migration as a global phenomenon with real implications for management and IB scholarship at different levels.

Real-time Presenter

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

LIVE - PRESENTER

OB

CM

MED

New Exercises in Negotiation for Teaching and Research (session 201)

This workshop will introduce participants to new exercises and classroom tools to teach negotiation and conflict management. We bring together three presenters with extensive expertise and knowledge of classroom tools to share their most up-to-date exercises, simulations, and role-plays. Each presenter will provide one deep-dive presentation into a new exercise, followed by brief descriptions and learning goals of other new exercises. Our presenters represent three of the most highly respected practitioners and academics in the field of negotiation and leadership, including Dr. Cynthia Wang (Clinical Professor of Management & Organizations and Executive Director of Kellogg's Dispute Resolution and Research Center Kellogg, Northwestern University), Dr. Holly Schroth (Director of Negotiation and Team Resources, Senior Lecturer Hass School of Business, University of California--Berkeley), and Dr. Joel Cutcher-Gershenfeld (Professor, Heller School for Social Policy and Management in Brandeis University, and Editor, Negotiation Journal).

Real-time Open

LIVE - OPEN

RESEARCH

TEACHING

PDW (WORKSHOP)

OB

Psych'ed Up for Business School: Preparing I-O Psychologists for Business School Careers (session 167)

Industrial-organizational (I-O) psychologists are increasingly seeking careers in business schools (Aguinis, Bradley, & Brodersen, 2014). This trend is not surprising given the overlap in research topics between I-O psychology and business, such as organizational behavior, human resource management, research methods, and more. However, I-O psychologists—who are typically trained in traditional psychology departments—may face various challenges in transitioning to business school environments, such as in the areas of research, teaching, and mentorship. In this workshop, we seek to aid I-O psychologists interested in business school careers in identifying and navigating these challenges. We thus convene a diverse panel of business school faculty, representing various ranks (i.e., Assistant, Associate, and Full Professor), roles (e.g., Dean, Chair), and foci (e.g., research, teaching)—most of whom have an I-O psychology educational background. The workshop will include individual panelist presentations, roundtable discussions, and a question-and-answer session with the audience, all focusing on various aspects of working within a business school as an I-O psychologist.

We ask that attendees please complete the following anonymous survey where you can share some basic background information about yourself and, optionally, submit questions for the panel:
https://baruch.az1.qualtrics.com/jfe/form/SV_3ekbDC

Real-time Open

LIVE - OPEN

RESEARCH

TEACHING

THEME

PDW (WORKSHOP)

ODC

OMT

SAP

Dynamics of Paradox – Exploring the Inherent, Constitutive, and Quantum View for Mutual Inspiration (session 206)

In this PDW, we bring together leading and emerging scholars to explore the dynamics of paradoxes and discuss the possibilities of moving this research stream forward. Together, we seek to review the relationship between three different ontological and epistemological positions on paradox, the so-called “inherent”, “constitutive”, and “quantum” views. Each view offers unique insights into the dynamics of paradoxes and foregrounds certain dynamics over others. The differences and similarities provide a basis to explore in what ways the different approaches can mutually inform each other in order to further advance our insights into the dynamics of paradoxes. As a meta-theory of organizational tensions that embraces different ontological and epistemological positions, the paradox lens also attends to handling contradictory tensions in ways that enable both/and thinking. This fits well with this year’s AOM theme “Broadening our Sight” both conceptually and practically. Reflecting on the different ontological and epistemological positions on paradox theory will help us to better understand how we can examine organizational responses to the grand challenges of the 21st century and the tensions involved.

If you have any questions, please contact Harald (Harald.tuckermann@unisg.ch) or Marc (marc.krautzberger@unisg.ch).

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

HCM

HCM Executive Committee Meeting (session 203)

Real-time Open

MEETING

LIVE - OPEN

AAT

Tackling Grand Challenges and Broadening our Sight Beyond Neoliberalism (session 199)

This symposium takes on the challenge of broadening our sight beyond the dominance of neoliberalism in management scholarship and thinking as a means of coping with the numerous challenges facing the world today. Despite that some scholars view neoliberalism as a 'zombie doctrine,' its influence and tenets pervade both business research and scholarship and management curricula. To open up a conversation about these and related issues, the symposium proposes to bring together a group of thought leaders who have worked on grand challenges and questioned neoliberal premises in their research. Sandra Waddock, organizer and panelist, will frame and introduce the session, arguing for the importance of understanding and shifting core memes (core units of culture like ideas and phrases). Gerald F. Davis will argue that there has been a pervasive spread of markets to places where their influence had previously been muted. Financialization has problematically turned almost anything with a possible income stream into a tradeable security. Dror Etzion will argue that informal conversations that unabashedly advocate for alternative perspectives on management scholarship are needed. Jennifer Howard-Grenville will discuss the mismatch between the environmental and social thresholds on a finite planet and the current industrial and economic system. James P. Walsh will imagine a future where life is organized around an entirely different meta-narrative.

Real-time Presenter

PRACTICE

THEME

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

MH

Management History Across the Academy (session 205)

STR

STR Leadership Committee Meeting (session 207)

Management scholars across the academy are using history in their work, and the scholars in the Management History division are conducting research that spans the entire Academy. In this Management History plenary session, we will showcase some of the fascinating history work that is being done by management scholars in other divisions and foster connections between the Management History division and other divisions. Each of our five panelists will introduce their history work, and then Roy Suddaby, MH Program Chair, will facilitate a discussion amongst all panelists and attendees about doing history work in divisions other than MH.

Chair Roy Suddaby, University of Victoria
Panellists
Christian Stutz, U. of Jyväskylä; HWZ U. of Appl. Sci.
Zurich
Brian Silverman, University of Toronto
Daniel Raff, Wharton, University of Pennsylvania
Sheila Hanson, University of North Dakota
Real-time Presenter

LIVE - PRESENTER

PLENARY SESSION

Real-time Open

MEETING

LIVE - OPEN

12:00 EDT - 13:00 EDT

Sunday, 9 August

IM

IM Division Award for the Best Dissertation in International Management (session 204)

Come and hear presentations by the finalists for the IM Division D'Amore-McKim School of Business Northeastern University Award for the Best Dissertation in International Management

Real-time Open

MEETING

LIVE - OPEN

ENT

Entrepreneurship Division Executive Committee Meeting (session 202)

By invitation only.

Real-time Open

MEETING

LIVE - OPEN

TLC

TLC@AOM Plenary (session 208)

TLC SESSION SPONSOR



Real-time Open

MEETING

LIVE - OPEN

CAR

Careers Division Business Meeting (session 200)

Please join our CAR business meeting! All current, past, and future members of the Careers Division are very welcome to attend. During the meeting, we will share updates about the division and also present our division awards. We hope that you will join and participate. Directly after the business meeting, we will have our Speed Networking Event.

Real-time Open

MEETING

LIVE - OPEN

HCM

New Perspectives on Health Care Performance and Improvement (session 645)

Factors Associated with U.S. Hospital Bankruptcies: 2007-2019 (WITHDRAWN)

Author: **Nathan Carroll**; U. of Alabama, Birmingham

Author: **Amy Yarbrough Landry**; U. of Alabama, Birmingham

Author: **Cathleen O. Erwin**; Auburn U.

Author: **Philip Cendoma**; U. of Alabama, Birmingham

Author: **Robert Landry**; Jacksonville State U.

From 2007 through 2019 the hospital industry underwent significant changes including the Great Recession and the passage of the Affordable Care Act. Healthcare organizations faced significant challenges that contributed to a number of alarming trends, including provider burnout and hospital closures. Throughout this period, 48 hospitals and health systems filed for bankruptcy protection. Half of these hospitals eventually ceased operations. This article examines factors associated with hospitals that file bankruptcy. Non-financial factors associated with bankruptcy filings were identified from a literature review of hospital trade publications and other available sources. Organizational characteristics of filing hospitals were identified using the American Hospital Association Annual Survey. Poor financial management, challenges related to payer mix and reimbursement, and poor management are the most common factors that filing hospitals faced. A comparison between these results and similar research examining the period from 2000-2006 reveals that most of the non-financial factors contributing to bankruptcy are relatively stable over time. These findings emphasize that hospital managers and boards must evaluate the financial health of their organizations using a broad framework that includes political and economic factors as well as financial characteristics.

[view paper \(if available\)](#)

CAR

Career Decision Making and Employability (session 638)

Analytics as a Tool in Major Selection: Exploring Student Reactions

Author: **James Edward King**; U. of Alabama, Tuscaloosa

Author: **Yi-ren Wang**; U. of Alabama

Author: **Graham Hughes Lowman**; Kennesaw State U.

As the use of predictive analytics is growing in higher education, research is lagging, with research on student perspectives mostly absent. In light of this we drew on theory and practice to posit antecedents that would influence Belief In Analytics (BIA), a measure we introduce to assess the perceptions about the utility of analytics in career-related decisions. We explored BIA's influence on student desire to have predictive analytic data for college major selection, as well as moderators of that relationship. We found that personality, interests and experience influenced BIA and that BIA influenced the desire to use analytics in major selection. We discuss how Social Cognitive Career Theory, along with research in human resources and technology adoption, and our empirical results support the need to incorporate student perceptions into research on analytics in higher education. Implications for research and practice are discussed.

[view paper \(if available\)](#)

Reciprocal Relation Between Career Values and Career Goal Progress: A Two-Wave Longitudinal Study

Author: **Ying Xu**; Renmin U. of China

Author: **Shuning Liu**; -

Author: **Wen-xia Zhou**; -

Existing research tends to treat individuals' career values as relatively stable and independent factors that shape subsequent attitudes and behaviors, yet overlooks reverse causal effects. Employing the self-

Broadening our Sight: Considering Patient-Provider Therapeutic Alliances to Improve Health Care

Author: **Cheryl Rathert**; Saint Louis U.

Author: **Jessica N. Mittler**; Virginia Commonwealth U.

Two decades of research on patient experiences and patient-centered care has assumed that positive outcomes result from therapeutic alliances between patients and their professional care providers, yet therapeutic alliance has rarely been defined or measured. As more research reveals problems with patient experiences and reduced well-being among professional care providers, a closer examination of patient-provider relationships is warranted. The purpose of this qualitative study was to identify the attributes of a therapeutic alliance in health care from the patient's perspective, then to identify quantitative measures that capture the full construct. We conducted conceptual analysis studies: (1) survey of therapeutic alliance dimensions by academic content experts (n=24); (2) two patient focus groups (n= 9; n=13); (3) a systematic review of measures of therapeutic alliance and its essential dimensions across three databases using the PRISMA guidelines. Of 2449 articles initially identified, 52 articles were retained for review after applying inclusion and exclusion criteria. Constructs measured were mapped onto the therapeutic alliance dimensions derived from this study's preceding qualitative work. Analysis found no measures that captured all of the therapeutic alliance dimensions. "Shared Mind" was the most frequently measured construct (n=27 unique measures). "Full Presence/Authenticity" was identified by patients and content experts as being key for strong alliances, yet there was little published research on this construct. Broadening our sight for better health care necessitates considering the core patient-provider relationship and how it impacts both patient and care provider outcomes.

view paper (if available)

Developing Health Care Evaluation Frameworks: Learnings from a Comprehensive Literature Review

determination theory and the cognitive dissonance theory, we empirically tested the reciprocal relationship between career values and career goal progress, and the dynamic relations among different dimensions of career values. Data were collected using a time-lagged panel design across one year among a large sample of Chinese college students (N = 2339). Results show that intrinsic fulfillment value (Time 1) positively predicts career goal progress (Time 2); career goal progress (Time 1) is positively related to all three kinds of career values (Time 2). In addition, external compensation value at Time 1 attenuates intrinsic fulfillment value and work-life balance value at Time 2, and work-life balance value at Time 1 is negatively related to intrinsic fulfillment value at Time 2. Theoretical and practical implications of this research are discussed.

view paper (if available)

Relationship Between International Mobility, Employability, and Career Success: A 30 Country Study

Author: **Maïke Andresen**; U. of Bamberg

Author: **Mila Borislavova Lazarova**; Simon Fraser U.

Author: **Eleni Apospori**; Athens U. of Economics and Business

Author: **Richard Cotton**; U. of Victoria

Author: **Michael Dickmann**; Cranfield U.

Our study explored the effects of international work experience (IWE) on employees' success perceptions in a study of 19,421 individuals in 30 countries, including internationally mobile and non-mobile workers in four different occupational groups (managers, professionals, clerical and blue-collar workers). We did not find evidence to support 'dark side of international careers' arguments. Instead, our results show consistent positive returns to IWE for career success (promotions, financial success) and life satisfaction across different contexts. This positive relationship is mediated by individuals' perceived external employability and holds across state, cultural and institutional domains. Despite differences in economic freedom among the 30 countries in our sample, we find that career success and life satisfaction, mediated by perceived employability, consistently rose with human capital gained through IWE. Our findings enhance our

Author: **Sydney Haubrich**; U. of Calgary
Author: **Connie Yang**; U. of Calgary
Author: **Natalie C. Ludlow**; U. of Calgary
Author: **William Ghali**; U. of Calgary
Author: **Deirdre McCaughey**; U. of Calgary

Background: Evidence suggests that shifting from acute, hospital- based health care delivery to preventative, community-based health care (CBHC) makes care more cost-effective, efficient, and equitable. As such, the Government of Alberta, Canada, has recently committed to promoting health and providing health care services to individuals in their own communities. In order to measure their progress, the Alberta's Ministry of Health approached our research team to create an evidence-based evaluation framework to monitor progress on this initiative. To inform our framework development approach, our team undertook a comprehensive literature review. Methods: We comprehensively reviewed peer-reviewed and grey literature to identify evaluation frameworks and indicators applicable to CBHC programs. Searches were conducted in six databases in June 2018. The search was limited to articles published between 2013 and 2018. The reviewers identified additional studies by scanning reference lists of studies found through the database search, hand-searching grey literature, and obtaining recommendations from expert colleagues in the field. Data were extracted and analyzed by two authors. Results: Ten key themes arose from the article data analysis. Using the themes, team members generated a set of ten overarching recommendations for creating health care evaluation frameworks. Conclusion: This research describes the results of examining the community-based health care evaluation literature and provides ten recommendations for creating new health care evaluation frameworks.

view paper (if available)

Value Analysis of Work Processes in Complex Care Management

Author: **Yaminette Diaz-Linhart**; Brandeis U.

This pilot study sought to understand the safety and health effects of evolving organizational practices, work pressures and demands of serving patients

understanding of how to build human capital and individual success through IWE.

view paper (if available)

Digital Badges and Employer Interest

Author: **Terry McGovern**; U. of Wisconsin Parkside

Digital badges are becoming more prevalent in the credentialing sector yet there is limited understanding of how digital badges influence the hiring process. The researcher conducted a type of field experiment called a résumé audit study. In the late Spring of 2019, the investigator applied to 1,848 unique entry-level jobs using one of three versions of a fictional résumé. One résumé displayed badges in business skills, another résumé showed identical skills but without badges, the third résumé was a control with no added business skills. The results show that a recent college graduate without a business degree significantly increases the likelihood of employer interest if digital badges associated with business skills appear on the applicant's résumé.

view paper (if available)

Craftsman Spirit: A Contributor to Career and Well-Being

Author: **Huihui Tang**; U. of Macau
Author: **Raymond C.H. Loi**; U. of Macau
Author: **Yan Liu**; Wuhan U.

This study conceptualizes craftsman spirit and proposes it as a contributor to individuals' career and well-being. We define craftsman spirit as a work ethic that denotes striving to be the true self and pursuing perfection at work with the aims to achieve self- actualization from work and contribute to the well-being of others. Seven dimensions (i.e., authenticity, job dedication, positive perfectionism, creativity motive, harmonious work passion, resilience, and citizenship) are identified to elaborately describe the features of craftsman spirit. Specifically, the study proposes the positive influence of craftsman spirit on individuals' career satisfaction, career progression, job performance,

with complex medical and social needs within a Medicaid ACO by healthcare workers assigned to deliver a CCM intervention. Due to the lack of research with community health workers (CHWs), this analysis focuses on work processes employed by CHWs and nurses (RNs) in CCM. The goal of this analysis is to describe and analyze the work processes of healthcare workers within the Medicaid ACO landscape through field observations and coding of qualitative interviews. This analysis draws from the Value Profit Chain (Heskett, Sasser & Schlesinger, 2003) to understand how value-added and non-value-added work processes impact CCM employees and patients. In doing so, this analysis draws theoretical implications to understand value for both internal and external customers of healthcare organizations.

[view paper \(if available\)](#)

Knowledge Management and the Adoption of Culture Change Initiatives by High-Medicaid Census Nursing

Author: **Larry R. Hearld**; U. of Alabama, Birmingham
Author: **Akbar Ghiasi**; Assistant Professor of Health Administration HEB School of Business & Administration
Author: **Jeff Szychowski**; U. of Alabama, Birmingham

There is longstanding interest in identifying ways to support culture change initiatives in nursing homes given their association with a number of desirable outcomes, including fewer health-related deficiency citations and better psychosocial outcomes. However, the adoption and implementation of these initiatives are resource intensive and research has shown that nursing homes with high percentages of Medicaid residents are especially challenged to adopt these initiatives. The purpose of this study was to investigate one potential means of overcoming the obstacles to adopting culture change initiatives by these nursing homes – the use of knowledge management activities. Based on a survey of nursing home administrators, the results of our analysis suggest that nursing homes were more likely to adopt a culture change initiative when they had more robust knowledge management activities. Moreover, knowledge management activities were particularly effective at promoting these initiatives in nursing homes that struggle with

and subjective well-being. The implications and future research directions of this new construct are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

leadership and nursing staff instability.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

CM

The Conflict Experience: A Multilevel Discussion (session 639)

Conflicts Among Founding Partners: A Case Study of Startups Accelerated by the GVentures Accelerator

Author: **Gilberto Sarfati**; FGV-EAESP

Author: **Thomaz Martins De Aquino**; FGV EAESP

Author: **Gabriel Akel Abrahão**; FGV EAESP

Conflicts have negative impacts on organizational performance and can lead to company mortality. The GVentures Accelerator, from the School of Business Administration of São Paulo (EAESP-FGV), focused on startups in the preseed stage, identified that several startups that failed during and after the acceleration process had conflicts among the founding partners. This work aims to understand why some entrepreneurial teams are able to overcome conflicts while others are not. We conducted a case study of 9 accelerated startups using in-depth interviews with 20 founding partners, and the interviews were followed by the codification and analysis of the cases with support from the manager responsible for the accelerator. The research concludes that operational conflicts that escalate to affective conflicts due to disagreements in the process of giving and receiving feedback and/or mistrust between partners can lead to the dissolution of a company. On the other hand, founding members, even if they experience affective conflicts, are able to overcome the problems using the strategies of taking a step aside, giving in and putting their egos aside. It was also identified that the acceleration process tends to exacerbate the operational conflicts between founding partners.

[view paper \(if available\)](#)

GDO

Leadership Perspectives (session 644)

Becoming a Successor and Leader: Daughters' Identity Construction within Family Business Succession

Author: **Huiping Xian**; U. of Sheffield

Author: **Nan Jiang**; Coventry U. London Campus

Author: **Maura McAdam**; Dublin City U.

This paper explores how daughters comply with and/or resist familial expectations and social gender norms, while negotiating the successor-leader role within family businesses in China. In order to achieve this, a qualitative interpretivist approach was adopted to understand daughters' views on issues relating to gender, family business leadership and succession, as well as the strategies adopted in order to negotiate the role of female successor/leader in the Chinese family business. In so doing, twenty face-to-face semi-structured interviews were conducted with both actual and potential female successors. Three strategies of identity construction emerged based on the degree of conformity to traditional Chinese gender roles and Confucian family values. First - to abide by conventional gender expectations and perceive themselves as a temporary leader. Second - to act as the "second leader" and remain involved in decision-making. Third - to challenge conventional gender roles and strive to be an independent leader. This paper contributes to debates on women in family business and daughters' gendered identity construction in family businesses in an Asian context.

[view paper \(if available\)](#)

Filling the Institutional Void? Exploring Governance, Conflict, and Cooperation in River Basins

Author: **Amol M. Joshi**; Wake Forest U.

Author: **David Antons**; RWTH Aachen U.

Author: **Erk Peter Piening**; Leibniz U. Hannover

Author: **Torsten Oliver Salge**; RWTH Aachen U.

Growing concerns over water scarcity around the globe suggest that countries need to manage water resources in a more effective and cooperative manner. At the same time, however, water scarcity increases the risk that countries sharing water basins engage in opportunistic behavior and conflict. In this dyadic study, we seek to shed new light on the emergence of water conflict and cooperation between countries by clarifying the role of treaties and specialized river basin organizations as two forms of institutional mechanisms governing their water interactions. Adopting an institutional voids perspective and using a unique longitudinal data set covering all interactions between countries located at the world's 263 major international river basins, we show that contractual voids (i.e., underspecified treaties) and organizational voids (i.e., underdeveloped river basin organizations) are differently related to conflict and cooperation. Moreover, we find that these two voids interact in influencing the emergence of conflicts (but not cooperation). Overall, our study answers recent calls to conduct management research that contributes to a better understanding of how to broaden our sight in order to deal with societal "grand challenges." We discuss implications for scholars, managers, and policymakers.

[view paper \(if available\)](#)

The Nature and Effects of Ethical Conflict in the Workplace

Author: **Michael E. Brown**; Pennsylvania State U., Erie

Author: **Ryan M. Vogel**; Fox School of Business, Temple U.

Author: **Mustafa Akben**; Fox School of Business, Temple U.

Becoming an Impactor: How Do Leaders Empower the Poor?

Author: **Yuka Fujimoto**; Sunway U.

Author: **Mohammad Jasim Uddin**; Department of Management, Sunway U. Business School

Prior research has proposed several explanations for inclusive leadership and the inclusion of skilled employees but has neglected research on the unskilled, low income individuals. By studying leaders who employ the poor and marginalized into their social businesses, we develop a novel theoretical framework for understanding how leaders may effectively include the poor in their businesses. Based on Amartya Sen's capability approach, we contribute a granular understanding of how leaders foster inclusion by exploring leaders' mental schema processes. Going beyond the current development of inclusive leadership theory for work group effectiveness, we provide a fresh perspective of inclusive leadership for the poor and marginalized.

[view paper \(if available\)](#)

Does Diversity Climate Matter to Leaders? A Moderated Mediation Model

Author: **Saima Naseer**; International Islamic U., Islamabad, Pakistan

Author: **Aisha Haider**; International Islamic U., Islamabad, Pakistan

Author: **Fauzia Syed**; Assistant Professor, Chairperson Department of Marketing (FMS)

Utilizing the assumptions of Social Identity Theory (SIT) the current study examines how, why and when inclusive leaders foster positive employee outcomes. Specifically, we hypothesize perceived insider status as an underlying mechanism through which an inclusive leader can help build employee's organizational identification, leader directed helping behaviors and task performance. We also hypothesize that the mediation effects of inclusive leadership on employee outcomes via perceived insider status is contingent upon a synergy diversity climate suggesting a moderated mediation model.

Previous research on workplace conflict focused on disagreements about work tasks, processes, and personal relationships. However, conflicts often involve matters of right and wrong; yet, ethical conflict is notably absent from the literature. We introduce the construct of ethical conflict, create and validate a measure of it, and, drawing from moral convictions theory, explore its unique effects on workplace outcomes. Ultimately, we find that ethical conflict is a double-edged sword: it is associated with negative team dynamics (i.e., decreased satisfaction with group, group viability, group cohesion, group psychological safety; increased negative emotions and perceived goal difficulty) but positively related to moral cognition (i.e., moral awareness, moral identity accessibility) and elaboration of information and perspectives among group members. Overall, our studies provide a theoretical and empirical foundation for future research on ethical conflict.

[view paper \(if available\)](#)

How Nonnative Speakers Experience Conflict at Work: The Influence of Stereotype Threat

Author: **Regina Kim**; IESEG School of Management

Author: **Jimena Ramirez Marin**; IESEG School of Management (LEM-CNRS 9221)

Author: **Kevin Tasa**; Schulich School of Business

The trend towards globalization increases the likelihood that organizations will employ persons with nonnative accents. Many people with nonnative accents are aware that they sound different, but for the most part, their experiences have been largely ignored in organizational research. Our research begins to rectify this omission by examining how nonnative speakers think, act and perceive the results of, conflict situations. We investigate the experiences of nonnative speakers in three studies, in which we examine 1) whether nonnative speakers experience stereotype threat in workplace conflict situations with native speakers, 2) whether stereotype threat is associated with certain conflict managing behaviors (e.g. yielding and avoiding), and 3) the relationship between stereotype threat, satisfaction with conflict outcomes and processes, and objective conflict outcomes. Findings suggest

We collected temporally segregated data (n=269) from employees and their fellow peers working in the service sector of Pakistan at 3 different time intervals with a gap of at least 2 weeks. The results of our study support the indirect effects of inclusive leadership on employee outcomes through the development of perceived insider status. Our findings also corroborate the moderated mediation hypothesis which indicates that the indirect effects of inclusive leadership on employee outcomes through perceived insider status exist at higher levels of a synergy diversity climate. Our study provides important insights for the diversity and leadership literature by answering why and under what conditions an inclusive leader can be beneficial in generating favorable employee outcomes.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

that nonnative speakers experience stereotype threat when interacting with native speakers in conflict situations and the experience of stereotype threat can lead to more passive conflict behaviors. Stereotype threat was also associated with less satisfaction with conflict outcomes and goal-attainment as well as lower objective conflict outcomes. Theoretical and practical implications of these results as well as directions for future research are discussed.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

HR

HRM and Performance (session 647)

The Role of HRM Practices in the Workforce Racial Diversity and Firm Performance

Author: Yeejeong Ryou; Yonsei U.

Author: Soohyun Sung; Yonsei U.

Author: Kwonhee Han; Yonsei U.

Author: Hyuntak Roh; Yonsei U.

Embracing racial diversity in the workplace is an important strategic decision for many firms to achieve a competitive advantage. While previous studies report conflicting consequences of workforce racial diversity, this study examined its effects on firm performance in a less researched large corporate law firm context. Furthermore, the study investigated the moderating role of human resource management practices (i.e., lateral hiring, temporary employment, and dual career ladder practice) related to employment and career management aspects. Our hypotheses were tested based on the longitudinal datasets of 232 large U.S.-based corporate law firms for the period 2000-2008. Initially, no significant relationship was found between workforce racial diversity and firm performance. However, further analyses indicated that human resource management practices determined the performance effect of workforce racial diversity. Specifically, workforce racial diversity had a negative impact on performance for firms that

HR

Talent, Potential, and Performance (session 646)

Talent Management Challenges: A Comparison Study between Local and Foreign Firms in South Korea (WITHDRAWN)

Author: Hyunmi Park; Coventry U.

Author: Alison Glaister; U. of York

The different institutional contexts in which business practice talent management (TM) lead scholars to challenge the validity of the standardised global best practices. This paper identified three types of obstacles (internal and external, and strategic talent management) to pursue effective talent management in firms in South Korea using an institutional theory lens. Mixed methods approach was utilised: 55 semi-structured interviews from CEO levels to general employees from South Korean and non-South Korean employees, as well as 161 survey from local and foreign firms. Contrary to expectations, cultural obstacles were weakly related to talent management implementation, whereas less internationalised HRM practices strongly hinder the effective talent management implementation. It reveals that firms in South Korea have been in the process of decoupling its traditional organisational culture. Additionally, this study shows the faced challenges are different according to the firm ownership in the South Korean context, the concept

relied more on temporary employment and actively utilized dual career ladders.

[view paper \(if available\)](#)

HR Strength and Performance Appraisal Quality: The Impact of Non-Work Domain Influence

Author: **Sumbal Babar**; National U. of Sciences and Technology (NUST)

Author: **Asfia Obaid**; National U. of Sciences & Technology (NUST)

Author: **Hussain Tariq**; National U. of Sciences & Technology

Drawing from Signaling framework and covariation principle of attribution theory, this research aims to understand employee perceptions, understanding and attributions of Human Resource Management (HRM) with factors related to their work and non-work domain. While research has identified several work domain factors that enhance employee performance, to date, the role of HRM process approach in understanding employees non-work domain factors is completely missing. We investigate the three-way interaction effects of perceptions of performance appraisal quality, HRM system strength and faith in religion on employee performance. Using a sample of 391 employees and 55 managers, we examine over a one month change in levels of performance appraisal quality and employee performance. Performance appraisal quality was found to be positively associated with increased employee performance over time, and HRM system strength positively moderated this relationship. Moreover, faith in religion as non-work domain factor pronounced this three-way relationship.

[view paper \(if available\)](#)

Exploring the Interaction Effects Between HR Systems and Resource Orchestration on Firm Performance

Author: **Daniel M. Peat**; U. of Cincinnati

Author: **Jaclyn Perrmann**; Northern Kentucky U.

Firms that leverage the interaction of HR systems

of homogeneity is rejected. In particular, collectivism is only shown in local firms as a main obstacle.

These fresh evidences guide future comparative TM research direction, between Western and non-Western emerging countries.

[view paper \(if available\)](#)

TM-Organizational Performance Relationship: Mediation of Satisfaction & Job Performance

Author: **Monica Zaharie**; Babes-Bolyai U., Romania

Author: **Hugh Scullion**; Nui Galway, Ireland

Author: **Ahmed Mostafa**; Warwick Business School

The TM practices have been premised as a central factor for organizations to achieve competitive advantage through high performing employees. Despite the rich literature, there is little evidence on the mechanisms through which TM practices relate to outcomes at individual employee level and organizational level. Building on the resource-based view and social exchange theory, this study explores the relationship between TM practices and employees' satisfaction, in a sequential step the link to employees' job performance, and further the association with perceived organizational performance. On a sample of 474 employees and 85 supervisors, the findings show the direct relationship between TM practices and the subjective organizational performance and reveal mediating mechanisms. TM practices influence organizational performance through the effect that TM practices have on employees' satisfaction. In return, the satisfied employees are stronger motivated to contribute to achieving higher organizational performance, by displaying better job performance.

[view paper \(if available\)](#)

Personality Assessment Feedback on High-Potential Leaders: A Phenomenological Study

Author: **James K. Harvey**; JKHarvey Consulting

Author: **Vishal Arghode**; Indian Institute of Management Nagpur

There is a little empirical evidence linking personality

with resource orchestration are better able to respond to increasing globalization and the inherent complexities and dynamism of operating in these environments. In this paper, we theorize how firms leverage this interaction to influence organizational level outcomes, specifically firm financial performance and organizational learning. In doing so, we both examine how human capital is viewed and answer calls within the literature on how resources are combined to influence firm outcomes. Our work spans departmental boundaries making it both relevant and practical to all business disciplines and fields.

[view paper \(if available\)](#)

HRM in Entrepreneurial Firms: A Systematic Review and Research Agenda

Author: **Evy Van Lancker**; Ghent U.

Author: **Mirjam Knockaert**; Ghent U.

Author: **Mieke Audenaert**; Ghent U.

Author: **Melissa S. Cardon**; U. of Tennessee

This review aims at acknowledging and assessing the literature on the introduction, adoption, and value of human resource management (HRM) in entrepreneurial firms, hereby advancing knowledge at the cross borders of the fields of entrepreneurship and HRM. Such a review is relevant and timely as entrepreneurial firms have a central role in the economy and are important for technological advancement and employment. Furthermore, managing entrepreneurial firms differs significantly from managing established firms. Using a systematic review method, we develop a framework of HRM in entrepreneurial firms, presenting the current state of the literature, involving both HRM practices and systems, and accounting for determinants, outcomes, and the organizational context. Importantly, we offer a compelling research agenda for future work on the determinants and outcomes of HRM in entrepreneurial firms, alongside theoretical and methodological considerations.

[view paper \(if available\)](#)

Asynchronous

assessment feedback to effective leader development and performance. This study hopes to contribute towards the above literature gap. Using phenomenological approach, we interviewed 12 high-potential leaders from the sponsoring organization who complete a personality assessment and receive feedback regarding the assessment results. Important study outcomes are: the comprehensive picture of who participants are as a leader, how negative behaviors could derail their careers, and how their motives and values shape who they are as leaders provided the participants with a better understanding about themselves. The participants' positive opinions about the feedback process were reinforced by their perceptions of how accurately the assessment described them. Many leaders had a positive experience and articulated examples emphasizing the value they received from the feedback process. Organizations looking to implement a similar process should consider two aspects. First, the assessment instrument should be seen objectively by the participant. Second, the feedback facilitator must be an unbiased third-party from the participant's perspective. Feedback from the immediate manager is not perceived objectively and would make the experience less positive for the developing leader.

[view paper \(if available\)](#)

Re-Expatriation Inclinations of Professional Women Returnees in Asia's Rapidly Developing Economies

Author: **Nga Thi Thuy Ho**; Hue U. College of Economics

Author: **Pi-Shen Seet**; Edith Cowan U.

Author: **Janice Jones**; Flinders U.

Author: **Hung Trong Hoang**; Hue U., College of Economics

Highly-skilled expatriation increasingly involves women that are an important source of talent in relatively under-developed, emerging countries that desire to grow quickly by economic transformation. Many of these are returnees with high-quality education and/or work experience in more developed economies but some of them may consider re-expatriating. We combine Tharenou's

(2010) stages of the mobility cycle with Identity theory to understand the re-expatriation inclinations among 248 professional Vietnamese women. We find that career identity, family identity and social identity have a significant influence on returnees' inclination to re-expatriate. We also find that attitude towards re-expatriation fully mediates the influence of family identity and career identity on re-expatriation inclinations. The research furthers our understanding by delineating the extent to which identity-related factors contribute to professional women returnees' inclinations to re-expatriate. By also being in line with the Academy of Management's 2020 conference theme of 2020 theme by break down dichotomies and broadening the way migration and expatriation is seen, we suggest government and organizational policies for retaining this important talent by better supporting them in their community and workplace.

view paper (if available)

Asynchronous

IM

Emerging Topics in International Management (session 648)

Subsidiary Role Change During a Local Economic Crisis: A Sensemaking Approach (WITHDRAWN)

Author: **Henry Lopez-Vega**; Jonkoping International Business School

Author: **Fredrik Tell**; Uppsala U.

Author: **Edward Gillmore**; Jonkoping International Business School

Using a sensemaking lens to examine the creation of subsidiary roles, this paper is built on three premises: (1) subsidiary managers often have different perceptions about their subsidiary role in the multinational enterprise, and (2) that such roles are not static and require continues re-interpretation and 3) that subsidiary roles are continually negotiated not assigned. Using data collected from 17 subsidiaries before and after the recent economic crisis in Brazil, we found support that subsidiary managers' sense making processes

IM

Learning, Innovation, and International Management (session 649)

Paradigms in International Human Resource Management (WITHDRAWN)

Author: **Henriett Primecz**; Corvinus U. of Budapest

International Human Resource Management (IHRM) has become a mature discipline in the last 30 years. As a sub-discipline of social sciences, IHRM is characterised by paradigmatic divisions. The aim of this review article is to map the presence of three dominant social science paradigms in the field of IHRM. Four major journals, which publish relevant studies of IHRM, has been analysed in order to give an overview of the paradigmatic state of play in IHRM. After investigating 1649 articles, it is evident that positivist studies prevail, whereas constructivist works represent a minority share. Critical approaches to IHRM are almost fully absent in these journals. This paper presents examples of each type

plays an important part in the interpretation of the subsidiary's roles and continual reinterpretation of these roles. Subsidiary roles were found to be negotiated between the HQ and the subsidiary and that subsidiaries with higher levels of innovativeness also evidenced when there exists what we call reinterpretation capabilities.

view paper (if available)

The Effect of Subnational Institutions on Foreign Firm Performance: Insights from Emerging Economies

Author: **Yu Jia**; Wuhan U.

Author: **Tao Wang**; Wuhan U.

Author: **Zhuang Ma**; Xi'an Jiaotong-Liverpool U.

Author: **Jiayu Lyu**; Wuhan U.

While prior studies have acknowledged the influence of host country institutions in foreign firm behaviors and performance, few investigations have included the roles of subnational institutions. As a matter of the striking institutional difference between emerging economy countries and developed countries, it is important to fully understand the impact of heterogeneous institutional environments of subnational regions in emerging economies on foreign firm performance, which would help foreign firm make a more suitable secondary choice decision of investment destinations at the subnational regional level. At the subnational regions level of emerging economies, we verify the respective and interactive effects of subnational formal and informal institutions (i.e., legal effectiveness and social trust) on foreign firm performance, and further identify the contingent factor (i.e., foreign firm's institutional experience) that moderates these relationships based on the analysis of multiple secondary databases from China. The results show that, first, both legal effectiveness and social trust at subnational level positively affect foreign firm performance respectively. Second, legal effectiveness and social trust at subnational level have complementary effect in promoting the performance of foreign firms. Third, foreign firm's institutional experience in target region of emerging economies host country strengthens the positive impact of subnational legal effectiveness on performance, but weakens the

of research and explains the decisive characteristics of each paradigm. Lastly, future directions are outlined: (1) more paradigm reflexivity is required; (2) non-mainstream (namely, constructivist and even critical) research is needed; and (3) new paradigmatic directions are recommended. Newly introduced paradigms or multi-paradigm studies should be undertaken.

view paper (if available)

The Complex Interplay of Firm Innovation, Internationalization, and Learning Capability

Author: **Joan Freixanet**; Graduate School of Management, Saint Petersburg U.

Author: **Ryan Federo**; U. de les Illes Balears

This study presents a holistic perspective on how the complex interplay of different facets of innovation, internationalization, and learning capability is associated to firm performance. Academics have traditionally tested one-way cause-effect of one of these key strategic activities on the other, thus employing traditional multivariate methods which are less appropriate to capture the interconnectedness of factors as complex systems. We use a configurational approach, more specifically a qualitative comparative analysis over a sample of 2,844 manufacturing firms over the period 2008–2014, a suitable method to obtain new insights into complexity issues. The results point to a general complementarity between high process innovation, export breadth, and high organizational learning capability, and a substitutability between R&D and employee training as sources of learning capability. The analyses by firm size suggest that, contrary to SMEs, large firms do not require high export breadth to render their innovations profitable, likely because they enjoy adequate economies of scale and scope through their strong domestic presence and multiple business units. The results bring new insights to the importance of temporal concepts in the internationalization literature, and have relevant implications for scholars, managers, and policymakers.

view paper (if available)

positive impact of subnational social trust on performance.

[view paper \(if available\)](#)

How Does Government Ownership Affect a Chinese Firm's Long-Term Performance After a CBA?

Author: **Wenjun Tu**; Ningbo U.

Author: **Xiaolan Zheng**; Nottingham U. Business School China

Author: **Lei Li**; U. of Nottingham, China

Author: **Zhiang Lin**; U. of Texas at Dallas

Recent research on cross-border acquisitions (CBAs) has relied heavily on the firm-level resource-based perspective without adequately addressing the role of the institutional context. The rising CBAs by Chinese firms have posed a significant challenge to extant literature due to their relatively unique characteristics and their distinct home country institutional environment, in particular the active role of the government. In this study, we seek to integrate the institution-based view with the resource-based perspective and examine how Chinese firms' post-CBA long-term performance is affected by government ownership in conjunction with key firm-specific and institutional boundary conditions. Our study shows that Chinese firms with more government ownership demonstrate better post-CBA long-term performance. However, the above relationship is moderated by such firm-level boundary conditions as political connection and financial slack, and the country-level institutional boundary conditions (i.e. the host country formal institutions and the home-host country cultural distance).

[view paper \(if available\)](#)

Organizational Imprinting and Cross-Border Acquisition Performance: An Emerging Market Perspective

Author: **Ankita Chhabra**; Indian Institute of Management Raipur

Author: **Radha Mukesh Ladkani**; Indian Institute of Management, Indore

Learning to Export by Hiring: The Role of Employee Task-Specific Export Knowledge

Author: **Romina Guri**; U. of Groningen

Author: **Florian Noseleit**; U. of Groningen

Author: **Pedro Faria**; U. of Groningen

Exporting is a common strategy used by firms to enter foreign markets. Existing literature has given attention to the importance of export spillovers in explaining firms' decision to export. However, limited attention has been devoted to the understanding of the learning to export process. By drawing on the literature on export spillovers and strategic human capital we aim to analyze the implications that specific types of hiring patterns have for the export performance of firms. More specifically, we hypothesize that the export performance of firms that hire employees with task-specific export knowledge and skills acquired in exporting firms is higher, and lower if firms hire employees with task-specific export knowledge acquired in non-exporting firms. We use data from an employer-employee database and empirically test our predictions for a sample of approximately 30 000 German establishments. Our findings contribute to a deeper understanding of the micro-foundations of the learning to export process.

[view paper \(if available\)](#)

Antecedents and Consequences of Low-Status Expatriates' Adjustment Experience

Author: **Jane Tong**; Monash U., Malaysia

Author: **Erhan Atay**; Monash U., Malaysia

Author: **Sumeyra Danisman**; Stony Brook U.-State U. of New York

How do low-status expatriates adjust to working and living overseas? What factors are essential to their task performance, psychological well-being, intention to leave and life satisfaction in the host country? The extant expatriate literature disproportionately focuses on high-skilled, high-status professionals and managers who are either company-assigned or self-initiated to relocate and work in a new country. This bias overlooks the fact that the vast majority of international employees relocated in various countries actually fall into the category of low-status who take up low-skill and low-

In the last few decades, as many emerging economies have liberalized, cross-border acquisitions have been an important strategic lever for firms to fill their resource voids. However, there is little research that examines whether being embedded in a closed set-up for an extended period would affect the post-acquisition performance of these cross-border deals. Borrowing the arguments from organizational imprinting and organizational learning, we hypothesized and found the empirical support that the degree of organizational imprinting negatively impacts the post-acquisition performance of the cross-border acquisitions done by firms from emerging markets. Furthermore, we found support for the moderating impact of technological intensity and industry dynamism on this baseline relationship. We tested our predictions on a dataset comprising 312 majority stake cross-border M&A deals done by publicly listed Indian firms from 2003 to 2015.

[view paper \(if available\)](#)

How Do New Advanced Economies Maintain their Advanced Country Status?

Author: **Angela Garcia Calvo**; London School of Economics and Political Science

The main challenge for New Advanced Economies, the countries that have reached advanced economy status in the past four decades, is resilience, or maintaining their hard-earned position as the competitive environment changes. This paper examines resilience by gauging the capacity of local firms to generate innovation in the face of emerging industry paradigms. Using evidence from Spain's and Korea's automotive industries from the 1960s, this paper argues that firms' innovation capacity is determined by the path-dependent organizational structure of the value chains in which they operate. The paper defines two types of value chains: regionally integrated (RI) and self-sufficient (SS). We argue that although in theory SS provide abundant opportunities for innovation, in practice, the inward-looking nature of SSs may prevent lead firms and captive suppliers from acting on them, threatening the survival of the whole value chain. Contrary to expectations, we also find that RIs provide

paid jobs. Some of them even live and work in precarious conditions. Yet, they form a significant part of the workforce in several developing and developed countries. Based on 45 semi-structured interviews with low-status expatriates, we derive a model that explains the relevant antecedents and consequences of low-status expatriates' adjustment experience. To this end, we analyzed our data by drawing on the extant perspectives on expatriate adjustment and immigrant adaptation.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

significant opportunities for high value-added innovation to turnkey suppliers with established reputation. These findings caution against the common assumption that new advanced economies need to exercise control of the value chains in which they operate to ensure long-term competitiveness and that regional integration is a second-best option.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

MC

Global Discussion Papers in Action Research (session 650)

Changing Cultural Values in the Workplace: Improving Leader Effectiveness

Author: **William R. Hanson**; Anderson U.

Author: **Jeffrey R. Moore**; Anderson U.

Organizational change initiatives are key services which consultants provide to their clients. McKinsey & Company note that nearly 75% of these large scale initiatives fail. This case study identifies and addresses value shortfalls in a manufacturing plant in the southeast. Data collection includes multiple surveys and small group interviews. Analysis uses rigorous coding methods to construct a model of critical organizational values and behaviors essential for leadership effectiveness. We bring “theory to practice” by applying complexity leadership concepts in our intervention strategy. Our findings are categorized into three parts: identifying critical culture value gaps, applying complexity concepts to a scenario-based training intervention, and identifying intervention outcomes. Outcomes include transformed work environment lead by leaders who respect others, share decision-making, and enable employees to be interdependent. This explanatory case study contributes to research by applying complexity leadership theory to a practical consulting intervention. This work provides a template and process for consultants using complexity leadership to inform their client interventions.

MED

Discussions in Management Education 1 (session 651)

Towards a More Holistic Approach to Competence Development: The Case for Student-Centered Management and Business Education

Author: **Thomas F. Hawk**; Frostburg State U.

Author: **Sabine Hoidn**; U. of St. Gallen

The critique of management and business education literature indicates that the design of management and business courses and programs can do a relatively effective job of developing functional analytic competencies but are woefully inadequate at developing the higher-order cognitive, interpersonal and intrapersonal competencies that comprise the vast majority of competencies needed for effective “managing” or “organizing,” given the process-relational nature of organizational phenomena. In this paper, we propose a focus on schools for organizing and on higher-order competencies for organizing. This focus is much wider than one devoted to managing for-profit business organizations for shareholder wealth. Managing and organizing also apply to non-profit, volunteer, cooperative, governmental, and religious organizations, among an even wider range of human organizing patterns to “get things done.” We also point to the holistic nature of all learning and teaching in management and business education and therefore suggest that it must be processual and relational and embodied and contextual. Against this backdrop we explore student-centered

view paper (if available)

Skills Gap Challenge: How Apprenticeship Programs Address Skill Building and Educational Advancement

Author: **Lesley Page**; Lewis U.

Author: **Rachael Narel**; Benedictine U.

Author: **Elizabeth Belgio**; Lewis U. - College of Business

There are 7.3 million job openings in the United States (U.S. Bureau of Labor Statistics, 2019), however many of today's workers don't have the skills employers need (Accenture, 2019). The current job market reflects a complex set of employability issues when higher education, technical training and job fill rates are considered (Chaitanya, 2018; Moore & Morton, 2017). This has resulted in what many label as a skills gap or job readiness issue (Moore & Morton, 2017). A skills gap refers to the fact that employers seek new hires who are able to productively contribute on the job (Chaitanya, 2018; Decker, 2019) yet once employed hiring managers find that new employees are not adequately able to make those contributions. This disparity can have a detrimental impact on employers and organizations (e.g., lack of productivity, performance, ROI, etc.) as well as employees (e.g., turnover, poor person-job fit, unrealistic job expectations, low morale, etc.). To help fill the void created by this mismatch, organizations are investing in apprenticeship programs. While the benefits of these programs are significant, opportunities exist to maximize overall apprentice performance and success. We propose a cross-sectional quantitative and qualitative study to identify opportunities to increase organizational commitment, job performance and employee engagement for participants in an apprenticeship program at a Fortune 500 financial institution.

view paper (if available)

Specialize, Standardize, Scale, and Save - Digital Innovation in Law Firms

Author: **Charlotta Kronblad**; Chalmers U. of Technology

learning and teaching pedagogies that have potential to be utilized in the classroom context to enhance or possibly develop any of the managing and organizing competencies identified in this paper.

view paper (if available)

Unpacking Course Overlap: Using Digital Tools to Incorporate Students' Voice in Curriculum Design

Author: **Fouad Zablith**; American U. of Beirut

Author: **Bijan Azad**; American U. of Beirut

Research on the use of modeling and mapping tools in curriculum management is thriving often focusing on the perspectives of the faculty and administrators. However, scholarly works on curriculum modeling and mapping tools that take the students' curriculum concerns seriously are less common. A recurring theme in students' curriculum concerns is overlap among courses and it is usually expressed by students at the level of common concepts across courses. This concept level granularity imposes a challenge for administrators and designers who often focus on curriculum management at the course level because they usually lack the tools with concept level (sub-course) granularity. In this paper, we investigate how to model and represent curriculum information to enable us to incorporate the students' view of overlap at the level of concepts within courses that can then facilitate cross-course overlap identification and rectification. We design and develop an integrated digital environment that includes a linked data ontology for modeling curriculum content at the concept level within and across courses. The environment includes a set of course/concept manipulation and visualization tools that build on this ontology offering key functions for course overlap identification and rectification. We then deploy and evaluate this digital environment in the context of a curriculum review process, whereby 25 business faculty employed the visualization tools to tackle a course overlap problem reported by students. Our proposed curriculum modeling approach contributes to the literature on curriculum management by: (a) offering a digital environment that explicitly incorporates granular sub-course level concepts enabling students' views to be

Digitalization currently transforms industries and societies across the globe, bringing firms new opportunities to create and capture value. This paper explores the impact of digitalization on knowledge intensive firms, with a particular focus on the rising opportunities in the legal industry. Digital technologies have enabled new practices among law firms and motivated firms to innovate in regard to their business model. Through a multiple case study of 12 law firms, this paper explores business model innovation in law firms and depicts how digitalization has enabled value to be created and captured in new ways. Based on empirical data, on inventive ways to use digital tools and technology to create and capture value, this paper has identified four digital strategies; Specialize, Standardize, Scale and Save. These can be combined in a model describing four new competitive positions that innovative law firms occupy in the digitalized context. This paper contributes with a new understanding of digital innovation in a traditional field and provides practitioners with valuable advice as how to create and capture value from the rising digital opportunities.

[view paper \(if available\)](#)

Asynchronous



incorporated within curriculum management tasks; (b) transforming the course overlap from an abstract and fuzzy notion, to a more concrete and actionable construct defined as either repetition or reinforcement; and (c) improving the productivity and scalability of curriculum management process through the use of digital semantic-web and visualization tools.

[view paper \(if available\)](#)

Peer Coaching: A Holistic Experiential Learning Process in Online Leadership Classes

Author: **Mai P. Trinh**; Arizona State U.

This paper offers practical reflection and guiding principles on how to facilitate a holistic experiential learning process for online students with the use of peer coaching, in which two students are paired together to have frequent conversations to help each other understand class work and practice interpersonal skills. Peer coaching is an effective way for students to engage in all learning modes around the Kolb experiential learning cycle and improve their learning experience in online classes. In peer coaching, students learn from the diversity of their peers, better understand and apply class concepts in their own lives, gain specific leadership skills to help with their future personal and professional development, feel more connected and engaged with the class, and build deep relationships with their classmates. This paper describes the activities involved in peer coaching and how technology could be used in both the design and implementation of this practice.

[view paper \(if available\)](#)

The Role of Evidence, Science, and Stakeholders in Decision-Making

Author: **Frank Jan De Graaf**; Hogeschool van Amsterdam

This essay is exploring how evidence is being developed in practice and what is the role of science and stakeholders within these processes. It suggests measures by which decision makers can assess the

MH

Historical Consciousness in Management Education, Government, and Leadership (session 652)

Strategic Path Dependence and State Management: Exploring Historical Roots of Regional Lock-In

Author: **Nooa Nykänen**; Aalto U., Department of Industrial Engineering and Management

Studies on regional and organizational path dependence have provided significant insights into processes of lock-in and path renewal, which hold particularly dire implications for old industrial regions (OIRs). However, this literature, with an emphasis on regional resilience and reindustrialization, has less systematically explored the strategic elements of these processes, which play a central role in the regional development of authoritarian and state-managed economies. In this paper, I study the implications of state management and strategic path dependence for regional lock-in processes in the context of the Soviet Union. Conducting a historical analysis focused on critical junctures, I demonstrate how strategic lock-in

relevance of various forms of evidence and helps to develop relational and impactful (teaching) practices in which research activities are integrated. Based on a pragmatist approach to management and organization in which habits are the unit of analyses, the paper suggests where and why meta-skills such as reflection and dialogue are important. To make this point, the paper uses evidence-based management (EBMgt), an upcoming approach in academia to relate scientific approaches to management decision-making. By assessing EBMgt, it positions the role of scientific knowledge and stakeholders in the production of evidence within decision-making processes.

view paper (if available)

Asynchronous

TEACHING

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

OCIS

Analytics and Social Media (session 653)

A Framework for Fairer Machine Learning in Organizations

Author: **Mike Horia Teodorescu**; Boston College

Author: **Lily Morse**; West Virginia U.

Author: **Yazeed Awwad**; Massachusetts Institute of Technology

Author: **Jerry Kane**; Boston College

The use of machine learning in organizations presents a double-edged sword: machine learning tools reduce costs on otherwise repetitive, time-consuming tasks, yet run the risks of introducing systematic unfairness in organizational processes. Issues of behavioral ethics in machine learning implementations in organizations have not been thoroughly addressed in prior literature, as many of the necessary concepts are disparate across three literatures – ethics, machine learning, and management. Further, tradeoffs between fairness criteria in machine learning have not been addressed with regards to organizations. We move research forward by introducing an organizing framework for selecting and implementing fair

processes directed the development paths of Soviet heavy industry districts by restricting the scope of regional path renewal and thus contributing to a persistent structural lock-in. The results of the paper demonstrate how the interplay of state-level strategic path inscription and regional-level self-reinforcing mechanisms can produce long-term constraints for regional path renewal.

view paper (if available)

The Philosophical Foundations of Fundamental Leadership Competencies

Author: **Eric H Kessler**; Pace U.

Leadership is a perennially important activity insofar as leaders exert asymmetrical influence on organizational processes and their outcomes. However despite its burgeoning literature there is an imbalance between theoretical differentiation and integration, as well as critical inconsistencies in terms of how it relates to a) being a leader and b) becoming a leader. Exploring a wisdom-based template for leadership, based on ancient philosophic insights, offers a path to synergistically combine academic theories to model a holistic understanding of its higher-order mega-competencies – foundational, multidimensional and context specific leadership tools – and its subsequent meta-heuristics – capacities for matching appropriate leadership identities, roles, and behaviors to address dominant leadership challenges. As such, and specifically by focusing on ideas seeded from the foundational work of Plato's Republic, this type of perspective represents a potentially useful approach for reconciling seemingly divergent leadership approaches and advance how we might think about the leadership role. Taken together, the resultant framework will then be shown to suggest how wisdom's inclusion might help advance our understanding, teaching, and practice of leadership.

view paper (if available)

Feminist Frustrations: The Enduring Neglect of a Women's Business History

algorithms in organizations.

view paper (if available)

Integrating Data Analytics with Clinical Work: An Affordance Actualization Approach

Author: **Yong Kwang Adrian Yeow**; Singapore U. of Social Sciences

Author: **Christina Soh**; Nanyang Technological U.

Author: **Kim Huat Goh**; Nanyang Technological U.

Author: **Le Wang**; Nanyang Technological U.

While there is great potential in using data analytic applications in clinical work, there is still many challenges in integrating them in an effective manner. Our study draws on the affordance lens to understand the challenges of integrating best practice alerts -- a type of data analytic application -- with existing clinical practices to achieve its intended effects for the healthcare organization. Using a mixed-method study on the use of Best Practice Alerts for Indwelling Catheter ("BPA") in a cardiology department, we found three patterns of BPA affordance actualization and the factors that jointly led to these actualization patterns. These factors included the individual's domain expertise, the physician's role in the ward team (responsibilities and tasks), and temporal order of work. Using these factors and insights, our study provides specific BPA design principles for effective BPA affordance actualization.

view paper (if available)

The Quest for Legitimacy: Strategies for Tension Management in Organizational Social Media Use

Author: **Sophia Fu**; Rutgers U.

Despite the great utility of social media for improving organizational legitimacy, empirical evidence has revealed that organizations generally do a poor job adopting or using social media. Such seeming irrationality may be explored from a tension perspective, which posits that the dynamic interplay between the social construction of information and communication technologies (ICTs) and organizational tensions drives resistance to the

Author: **Albert J. Mills**; Saint Mary's U., Canada/U. of Eastern Finland

Author: **Kristin Samantha Williams**; Sobey School of Business, Saint Mary's U.

The authors undertake an in-depth review of articles and book reviews to seek out important clues as to the problem of bringing gender and feminism from the periphery to the centre of business history. The review involves a study of articles published between 2006 and 2018 in the pages of 'Business History', 'Management and Organizational History' and the 'Journal of Management History'. Of the 1600 articles and book reviews published in the three journals surveyed, only twenty- nine (<2%) focused on gender, women and/or feminism. This paper serves two objectives: (1) to survey the field and what currently constitutes recent critical work and (2), to offer points of entry in the hopes of inspiring further scholarly development.

[view paper \(if available\)](#)

Asynchronous



adoption and use of ICTs. Drawing on semi-structured interviews with 51 leaders of Chinese social ventures and two field experts, this research seeks to understand the dialectical tensions in social ventures' social media use and how they manage such tensions. The findings highlight that social venture leaders perceive four key tensions: (1) entry vs. maintenance, (2) visibility vs. invisibility, (3) conforming vs. strategic legitimacy, and (4) emancipation vs. control. Moreover, I found two broad strategies Chinese social ventures employed to manage these tensions: (1) strategic hiddenness, and (2) networked, associative mechanism, which involves interorganizational and interpersonal relationship building with key actors. This research makes four theoretical contributions to research on organizational use of social media, organizational legitimacy, organizational tensions, and (social) entrepreneurship. Practical implications for social entrepreneurs and nonprofit leaders are also drawn from the findings.

[view paper \(if available\)](#)

The Fit Between Social Media Use and Functions of Contracts: A Contingent Perspective

Author: **Chao Feng**; city U. of hongkong

Author: **Yajing Fan**; City U. of Hong Kong

Author: **Xu Zheng**; City U. of Hong Kong

Author: **Hui Chen**; School of Management, Xi'an Jiaotong U.

Recent studies suggest that the multiple dimensions of contract governance and its context moderators deserve more empirical scrutiny. By distinguishing between task and tie related interaction enabled by social media, this study explores the fit between the two distinctive interactions and multifunction of contracts, modeled as an interaction effect. Empirical results based on a sample of 504 Chinese manufacturers show that contract complexity negatively affects opportunism serving as safeguarding mechanisms, and positively affect collaborative activities serving as coordination mechanisms. More importantly, we find that compared with tie related interaction, task related interaction strengthens the positive effect of contract complexity in facilitating collaborative activities, suggesting task related interaction is more

ODC

Dynamics and Patterns of Change (session 654)

Organizational Culture Change and Employee Mobilization

Author: **Mathilde Sander**; U. Laval

Author: **Sophie Veilleux**; U. Laval

Despite the coverage organizational culture has received in the literature, the process of how to change it has seen little development. This article contributes to such an analysis through a longitudinal study of a successful change in organizational culture. It develops and tests an organizational culture transformation process structure to promote the acceptance of the cultural changes. This study deals with cultural transformation in terms of managerial practices so as to place the emphasis on the variables that facilitate the success of this process in order to ensure the firm's sustainability. What emerges is the decisive impact of the collective mobilization of all stakeholders, decision makers and employees in order to guarantee the success of the organizational culture change and performance in a broader sense. The results show that the organizational culture change process is to be considered as a constant balance to be struck and reassessed between the initial culture and its organizational routines rooted in the firm's values, and the target culture, which is

effective in promoting the coordination function; compared with task related interaction, tie related interaction increase gains of contract complexity in curbing opportunism, reflecting a salience fit between tie related interaction and the safeguarding function. By showing how social media enabled interaction promotes the relative effectiveness of contracts in inhibiting opportunity versus facilitating the performance, the study enriches the literature on the complex roles of contracts and social media use in governing inter-firm relationships.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

OMT

Entrepreneurship: Technology, Mindsets, and Discourse (session 655)

The Interplay of Enterprise Social Media and Power Dynamics: A Processual Perspective

Author: **Lorenzo Skade**; European Uni Viadrina,
Frankfurt (Oder)

Author: **Sarah Stanske**; Leuphana U. Lüneburg

Author: **Matthias Wenzel**; Leuphana U. Lüneburg

Author: **Jochen Koch**; European Uni Viadrina,
Frankfurt (Oder)

Enterprise social media (ESM) have become imperative technologies in contemporary organizations, in part, due to promised improvements of efficiency and coordination. Given that past studies have primarily focused on the potential merits of these emerging technologies, less is known about the hidden power dynamics involved in the enactment of ESM. In this paper, we present the findings of an ethnographic study at a startup accelerator in which we examined how and why the enactment of ESM shapes and (re)produces power dynamics. Based on our analysis, we develop a process model that theorizes the emergence of autonomy-control tensions in the enactment of ESM through continual drifts of decision-making between the online and offline worlds. As we show, these drifts are produced through non liquets and the

often destabilizing.

[view paper \(if available\)](#)

A Cultural Political Economy of System Change

Author: **Cheng Lu**; U. of Edinburgh

Facing the increasingly complex social problems, no single sector can stay aloof or immune from it. In this turbulent era, unprecedented demand for finding a way to think and act on broad societal challenges through revolutionizing the situated systems is spreading across sectors and global policy agenda (Fuller Transformation Collaborative, 2019). The word "system" contains profound connotations and history, and in recent years - especially in the philanthropic and public sector - it has been vested with a new worth. Although different views still occur in this incipient, contested field, a commonly accepted explanation of System Change (SC) among theorists and practitioners is: SC refers to acknowledging and altering the components, players, or relationships in the system that traps the problem in place, and formulating a restructured or new system with the quest for fundamentally solving the entrenched social issues (D. H. Meadows, 2008; Ventresca, Sinha, & Saltmarshe, 2014). With it comes a cascade of SC-driven initiatives and strategic plans, which are led and implemented by cross-industry individuals, groups, and institutions, and gaining fresh upside near-term momentum. In contrast with the feverish excitement of uncovering a way to get to the root of the problem, however, very little research sheds light on the theoretical lens of this SC conception. People take the emergence of SC for granted, and usually - perhaps a bit wishfully - envisage its potential to create more-than-ever impact. Yet the maturity of SC-related campaigns and their evidence base for jumping to a conclusion are still in early days, it is of great value to examine the SC in more depth from a theoretical underpinning. As such, this article argues the imperative to reconsider what SC is ultimately about, how this concept come into being and evolving, and behind the scenes, who are the key actors and why they get motivated. To this end, Cultural Political Economy (CPE), a theoretical approach driven by Bob and Ngai-Ling (2013), is employed and developed in my discussion.

emergence of urgency. Furthermore, we demonstrate the consequentiality of these dynamics, which turn ESM into an irreducible part of organizational processes. Our findings contribute to the burgeoning literature at the intersection of emerging technologies and organizing by surfacing power-related, potentially detrimental side effects inherent to organizing through such technologies.

[view paper \(if available\)](#)

From Job-Assignment to Job-Hunting: Labor Market Reform and Entrepreneurship in China

Author: **Rui Wu**; Tsinghua U.

Author: **Jiapeng Li**; SEM Tsinghua

Author: **Delin Yang**; School of Economics and Management Tsinghua U.

Although research at the junction of institutional change and entrepreneurship suggests that a new institutional environment encourages entrepreneurship by providing resources and opportunities, it has paid little attention to the role of the individual during the change process. In this study, we propose that institutional change may have a lasting effect on individual decision-making by imprinting a mindset that fits with the new institution, and that subsequent experience may influence the strength this imprinted mindset. We test our model with an alumni survey from a top Chinese university during a period in which the country's labor market reform took place. We find support for our argument that reform, as a formal institutional change, can imprint an individual mindset with autonomy, which positively affects entrepreneurial entry. This study enriches our understanding of the relationship between institutional change and entrepreneurship and highlights the impact of historical conditions on entrepreneurship.

[view paper \(if available\)](#)

The Emergence of New Organisational Forms in a Highly Regulated Context: The Role of Analogy

Author: **Kamila Nigmatulina**; Oxford U., Saïd Business School

[view paper \(if available\)](#)

Unfolding Dynamics of Vicious Cycles: Defence Mechanisms and Feedback Loops in a Design Firm

Author: **Sotiris Lalaounis**; U. of Exeter Business School

Author: **Ajit Nayak**; Southampton Business School, U. of Southampton

Paradoxes generate tensions and contradictions in organizations. In this paper, we build on the paradox literature to understand how organizational members experience tensions generated by the strategic intent paradox. Specifically, we focus on the unfolding dynamics of vicious cycles experienced by organizations dealing with paradox. Drawing on a case study of a design firm, we demonstrate how a vicious cycle forms through feedback loops and stabilizes over time. Based on our findings, we develop a micro-level understanding of vicious cycles which incorporates defence mechanisms at staff and senior management levels. Our main contributions are 1) a model of unfolding dynamics of vicious cycle; 2) feedback loops that underpin a vicious cycle; and 3) understanding how vicious cycles can perpetuate over time without leading to organizational collapse.

[view paper \(if available\)](#)

Organizational Misconduct and Change on Wall Street

Author: **Pooria Assadi**; California State U. Sacramento

Why do some firms learn from their history and change in the aftermath of misconduct while others do not? I argue that, while inertia in the structure of firms might create persistency towards past routines, variation in firms' opportunities to reflect on and reconceive their past misconduct might explain variation in motivation to change and subsequent recidivism. Specifically, I posit that the more frequent use of the organizational routines that led to misconduct in the past might facilitate misconduct in the future, and that the relationship

This paper investigates the role of analogies and theorises the process of collective analogising by different actors in the emergence of new organisational forms in highly regulated environments. Through a granular qualitative analysis of the emergence of the first generation of loan-based crowdfunding platforms in the UK, I demonstrate that a particular combination of non-financial and financial analogies enabled a degree of abstraction to create conditions for experimentation and innovation. Moreover, a collective process of analogising by different actors, with the specific role of the regulators and lawyers enabled this new organisational form to shape the existing legal frameworks and develop a new legal category. These results, while confirming the important role of analogies for the legitimacy of new organisational actors, show that analogies work not only when close similarities exist between the source and target domains but also when certain combinations of analogies from different domains allow a particular degree of ambiguity, enabling innovation. Besides the important implications for theory and practice, the results of the paper are significant for policy-makers and regulators for their understanding of the nature of the relationship that might exist between the policies and frameworks they develop and the emergence and functioning of innovative, platform-based organisations.

[view paper \(if available\)](#)

A Discursive Model of Institutional Entrepreneurship: The Case of the Kinnar Akhara in India

Author: **Anupama Kondayya**; Indian Institute of Management, Bangalore

In 2019, for the first time in about 1000 years, a group of transgender individuals walked amidst a group of patriarchal all-male monastic orders as part of a ritualistic procession culminating in a royal bath in a holy river in India. This paper uses this context to study institutional entrepreneurship from the perspective of competing discourses emerging in the process, and marginal actors (as opposed to central actors in the institutional field) shaping the dominant discourse. The paper proposes a multi-

between past and future misconduct might depend on the time that has elapsed since last misconduct. To test these hypotheses, I turn to the U.S. Securities Industry and analyze the information on instances of misconduct across 648 brokerage firms over the period of 1990 to 2004. I find that organizational misconduct increases with the number of past misconduct. I also find that the positive relationship between past and future misconduct is weakened the longer it is the time that has elapsed since last misconduct. In doing so, I show that, despite persistency of past organizational routines, longer disengagement of firms from past misconduct routines provides opportunities for firms to lessen their propensity to engage in misconduct in the future as firms might forget routines that facilitate misconduct the longer those routines are unused. By doing so, I show that two models of change –i.e., through ossification of organizational routines and reconstruction of organizational memory– might interact to determine the temporal patterns of organizational change.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

level multi-institution discursive model of institutional entrepreneurship and identifies two categories of institutions that emerge during the process: legitimizing institutions (passive), that actors use for sensemaking to craft the discourse, and enabling institutions (active), which the actors engage in sensegiving for through the created discourse.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

DISCUSSION PAPER SESSION

OMT

Institutional Processes and Systems (session 656)

Institutional Multiplicity Unfolding – Elaboration and Encounter of Compartmentalized Institutions

Author: **Gundula Lücke**; Uppsala U.

Author: **Ivo Zander**; Uppsala U.

One solution to institutional multiplicity has been to compartmentalize different institutional rationales in separate subsystems of the organization. However, the very separation and specialization within such organizational subsystems prompts the emergence of intra-organizational communities that strengthen the difference between and incompatibility of institutions as manifested within organizations. The purpose of this paper is to explore the how compartmentalized institutions are

OSCM

Emerging Issues in Buyer-Supplier Relationship Management (session 657)

Managing the Buyer-Supplier Interface: Organizational Implications of Global Sourcing

Author: **Lydia Bals**; Mainz U. of Applied Sciences

Author: **Virpi Turkulainen**; U. College Dublin

Global sourcing – referring to worldwide integration of engineering, operations, and procurement, looking for common items, processes, suppliers etc., across functions and locations – has become highly prevalent in practice. Moving towards global sourcing poses requirements for buyers to redesign their global sourcing organizations. From the supplier perspective, global sourcing implies the need to market and sell products and services for

elaborated within such intra-organizational communities and encountered within specific settings across these communities. Our key contribution is to provide a more detailed understanding of how institutional multiplicity manifests and unfolds within organizations that takes into account situated dynamics inherent within internal organizational arrangements. Our paper suggests that intraorganizational arrangements shape and construct institutional incompatibility as well as tensions and conflict.

[view paper \(if available\)](#)

Emotions as Responses to Institutional Contradictions

Author: **Anna Dziuba**; Hanken School of Economics
Author: **Johanna K. Moisander**; Aalto U.

In this paper, we advance knowledge of the role of emotions in actors' responses to institutional contradictions in the context of the currently disrupted, Nordic higher education sector. By means of an empirical case study, we explore and examine how moral emotions that arise from identity conflicts associated with the "moral self" shape actors' interpretations and enactments as responses to institutional contradictions. Drawing on the literature on communicative institutionalism, emotions-as-judgements, and institutional contradictions, we theorize actors' emotional responses to institutional contradictions as acts of evaluative meaning-making and empirically elaborate how actors engage in this emotional meaning-making to cope with moral identity conflicts that arise from experiences of institutional contradictions. Based on our qualitative analysis of 36 in-depth interviews, we identify three patterns of emotional meaning-making through which actors account for their experiences of institutional contradictions: 'seeing through the eyes of valued others'; 'struggling to uphold one's moral integrity'; and 'accepting conflict as an opportunity for personal growth.' Overall, the study contributes to the research on responses to institutional contradictions by extending our understanding of the nature of emotions as interpretation-, action-, and response-signaling sources for institutional work.

the same buyer on a global scale, while simultaneously addressing potential local variations. This study develops understanding of the organizational implications of global sourcing for the buyer-supplier interface and its management. The paper is based on a case study with a global construction firm CONS (pseudonym) and the buyer-supplier interfaces with six suppliers. The project-based operations offer a context in which managerial challenges for managing the buyer-supplier interface are particularly high. The empirical analysis indicates that differences in the organizational structures at the buyer's sourcing and supplier's sales organizations especially in terms of geographical scopes and different levels of centralization create challenges for interface management. These issues are partly addressed with the key account role to manage the interface. In addition, the findings indicate that disconnected incentives as well as commitment and early involvement have direct implications for interface management.

[view paper \(if available\)](#)

Collaboration in the Small and Micro Enterprises: A Relational View of Enablers and Barriers (WITHDRAWN)

Author: **Maryam Lotfi**; Cardiff Business School
Author: **Maneesh Kumar**; Cardiff U.
Author: **Vasco Sanchez Rodrigues**; Dr

The purpose of this paper is to investigate the enablers and barriers of collaboration among small and micro firms in the supply chains through relational theory lens. The study uses multiple data collection methods including three focus groups and thirteen interviews with micro and small breweries in Wales, UK to achieve triangulation and improve reliability and validity of findings. The study reveals that enablers of horizontal collaboration among micro and small firms are categorized into relation specific assets including human, site and physical assets such as packaging plant and sharing equipment, knowledge sharing routines, complementary resources and capabilities, and effective governance mechanisms. The following barriers were identified that may inhibit collaboration: asset interconnectedness and

[view paper \(if available\)](#)

Saints and Sinners — It's More than Black and White: Diversity Practices and Religion-Racial Logics

Author: **Jared Mitchell Poole**; U. of Utah, David Eccles School of Business

Race, the “master category” (Omi & Winant, 2014), and religion, engagement with one’s “ultimate concern” (Tillich, 1957) are two of the most meaningful institutions people interact with. Diversity scholars have examined how these institutions manifest in workplaces, but the field seems to assume problematically that these foundational organizing principles of American society are independent of one another. The purpose of this paper is to explore the organizational implications of the profound interconnectedness of race and religion for diversity program effectiveness. To do so, I introduce the concept of religio-racial logics, institutional logics in which racial and religious meanings mutually inform one another. Religio-racial logics influence organizational diversity programs through the religio-racial practices that managers and employees engage in both inside and outside the workplace.

[view paper \(if available\)](#)

Institutional Maintenance and Sports Doping: The Case of Professional Cycling Institution

Author: **Tom McCrone Forbes**; U. of Stirling

We examine how organizations pursue the institutional maintenance of illegal activities for their survival. To do so, we draw on an in-depth qualitative case study of professional road cycling in Europe and the historical use of doping to enhance sporting performance. Despite several doping scandals, revelations and the resulting disruptive pressure from the anti-doping authorities, doping has continued. We explore how doping became established as a response to the harsh working conditions of professional cyclists. Structural

difficulties dealing with interdependence while partners are competing over resources; scarcity in finding a qualified partner for collaboration; resource indivisibility including dealing with free riders and resistance to change; and finally institutional environment and regulations affecting collaboration between firms in the brewery sector. The contribution this research brings to the literature is two folded; firstly, the research developed a horizontal collaboration model underpinned by the relational theory and refined through explanatory research enquiry undertaken in the context of micro and small enterprises; and, secondly, the study complements previous horizontal collaboration literature, which focuses mainly on collaborative partnerships among large enterprises, by generating evidence on enablers and barriers of collaboration among micro and small enterprises.

[view paper \(if available\)](#)

Buyer-Seller Relationships Under Conditions of Product Complexity and Technological Turbulence

Author: **Mahesh Srinivasan**; U. of Akron

Author: **Prashant Srivastava**; Drexel U.

Author: **Karthik Iyer**; U. of Northern Iowa

Based on the theoretical underpinnings of transaction cost economics, we examine the impact of salesperson competence - one of the important antecedents of trust in a buyer-salesperson relationship. Using responses from 218 purchasing professionals, we find that salesperson competence has a positive relationship with development of trust in the salesperson and that this relationship is strengthened in the presence of increasing technological turbulence. Further, a positive relationship between the buying firm’s trust in a supplier’s salesperson leads to the development of trust in that supplier which ultimately leads to collaboration within the within the buyer-supplier relationship.

[view paper \(if available\)](#)

changes in the sport reinforced its reliance on sponsorship to fund professional cycling teams exacerbating doping as the means to ensure the demands of sponsors for sporting results were met. We contribute to the literature by developing an integrative model to explain the institutional maintenance of a non-traditional institution. We identify new forms of maintenance work associated the replication of illegal institutional practices including recruitment and concealment work and demonstrate how the creation of a shared identity enabled the adoption of an alternative system of norms and beliefs that saw doping as essential while enacting a mechanism to protect doping from revelation through informal sanction.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

DISCUSSION PAPER SESSION

RESEARCH

Interpartner Legitimacy Building in the Formation Process of a Multiparty Alliance

Author: **Renate Taubeneder**; U. of Bath

Author: **Brian Squire**; U. of Bath

This paper investigates how a buyer builds interpartner legitimacy during the formation of a supply chain alliance. Prior research on supply chain collaboration has focused almost exclusively on already established collaborations, neglecting the importance of the formation stage for the path-dependent nature of such long-term relationships. Alliance research found that the building of interpartner legitimacy during the formation stage is particularly important to ensure alliance success. However, we know very little about how a buyer can purposefully build interpartner legitimacy with several suppliers in the formation stage. To explore this gap, we used a longitudinal, in-depth case study to dissect the activities and processes through which a buyer forms a multiparty alliance with five suppliers to deliver substantial mechanical and electrical services with a combined value of over \$1 billion for the construction of a new nuclear power station in the UK. We collected a rich dyadic data set derived from over 159 hours of meeting observations, 20 interviews and numerous company reports. Our findings demonstrate a range of actions a buyer undertakes to build interpartner legitimacy over time. We can show that these actions follow a sequence starting with the building of moral interpartner legitimacy before addressing pragmatic concerns. We find that while interpartner legitimacy building is predominantly driven by the buyer during the early phase of the formation process, suppliers drive interpartner legitimacy building during the late phase. Overall, our findings contribute to the emergent research on interpartner legitimacy building and offer insights into the underexplored area of collaboration formation.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

RM

Alternative Methods for Understanding Organizational Phenomena (session 658)

SIM

CSR and Sustainability (session 660)

Keeping P(l)ace with Thoughts: The Value of Walking Interviews in Organizational Research

Author: **Karen Bilsland**; U. of Aberdeen Business School

Author: **Sabina Siebert**; U. of Glasgow

This article critically appraises walking interviews as a method of collecting data which is largely underutilised in an organizational context. Walking interviews are predominantly used in urban geography and sociology of the cities, and they involve a commentated walk, whereby the researcher accompanies the interviewee, allowing insights into the spatial dimensions of social practices. Evoking the ancient notion of peregrination (i.e. walking and talking), walking interviews are usually interviewee-led, facilitate the co- construction of meaning, and allow insights into the spatial dimension of social practices. Drawing on our two distinct ethnographic studies in two different organizations, we critically evaluate the walking interview and the insights that it offers. To elaborate on the specific characteristics of the walking interview, we juxtapose it with shadowing, pointing out the reversal of the power relationship between the interviewee and the interviewer as the main benefit.

[view paper \(if available\)](#)

Selection Strategies for Single Case Study Research

Author: **Bareerah Hafeez Hoorani**; U. of Lugano/U. Della Svizzera Italiana

Author: **Michael Gibbert**; U. della Svizzera Italiana

In qualitative case study research, case selection is important, in particular if there is only one case. This paper interrogates the rationales for case selection in 139 papers using single-case designs, which are published in Academy of Management, Organization Studies, Organization Science, Administrative Science Quarterly and Strategic Journal of Management between 1998 and 2016. We find that the most sophisticated research designs distinguish case selection decisions on two levels: the case and within the case (i.e. embedded units). While nearly all papers provide 'inclusionary criteria' for selecting

Counteracting Stigma Through Corporate Social Performance and Emotions

Author: **Stelios C. Zyglidopoulos**; Kedge Business School

Author: **Naomi A. Gardberg**; City U. of New York, Baruch College

Author: **Laura Illia**; U. de Fribourg / U.æet Freiburg

Author: **Maria Fotaki**; Athens U. of Economics and Business

In this paper, we investigate how stigmatized firms try to offset their stigma through their Corporate Social Performance (CSP) activities. We theorize that firms in stigmatized industries attempt to offset their stigma by engaging in higher levels of CSP, a different pattern of technical and institutional CSP activities and use more emotional language in discussing their CSP. Testing our hypotheses on a matched-pair sample of 128 Australian, British and U.S. firms from 2011 to 2016, we find that stigmatized firms are associated with higher levels of CSP compared to their peers in non- stigmatized industries, and that firms in stigmatized industries perform higher levels of institutional CSP activity than non- stigmatized firms. In particular stigmatized firms differ from non- stigmatized ones because they tend to express sincerity of their CSP activities to increase the emotional appeal and thereby temper the negative consequences of their stigma.

[view paper \(if available\)](#)

Co-Creation of Shared Purpose in Open Innovation for Sustainability

Author: **Sushil S. Chaurasia**; U. of New Brunswick

Author: **Natashaa Kaul**; Indira School of Business Studies

Author: **Babita S. Yadav**; State Bank of India

To utilize the concept of open innovation, organizations need to expand their view beyond their existing resource pool and business environment, to include their partners and stakeholders for more inclusivity. Such co-creation of shared value for open innovation requires actively participating, interacting and collaborating with manufacturer and retailers (and other stakeholders in this marketing exchange), for

the case, majority of papers actually build theory from systematic comparisons of embedded units present within the case. Albeit, less than half of our papers provide an explicit inclusionary criterion for selecting these embedded units. To improve rigor (or trustworthiness) in single-case research, we propose (a) that researchers should discuss 'inclusionary' criteria both at the level of the case and embedded units, and (b) researchers should also discuss 'exclusionary' criteria at the level of embedded units.

[view paper \(if available\)](#)

A Reflexive Guide to Organizational Visual Research: Key Considerations and Alternative Stance

Author: **Kaiyu Shao**; China U. of Political Science and Law

Author: **Michelle Greenwood**; Monash U.

Author: **Maddy Janssens**; KU Leuven

This article answers to the call for methodological consolidation in the fragmented research field of organizational visual studies by identifying the crucial considerations confronting researchers. Noting the comparability between visual and discourse studies, we draw on the discussion in the more matured field of organizational discourse analysis to inspire our inquiry. First, turning to the common philosophical and methodological considerations confronting both fields, we translate the discussion in organizational discourse analysis to reflect on 1) the philosophical stance and 2) the research focus in organizational visual studies. Second, attending to the particularity of visuality and visual studies, we identify the additional challenges of organizational visual studies regarding 3) the role of the researcher, 4) the analytical object, and 5) the analytical procedure. For each of these considerations, we clarify the alternative stances and elaborate on their potential and challenge.

[view paper \(if available\)](#)

Supporting Organizing for Disruptive Innovation in an Incumbent Organization in Real-Time

developing an insight in creating value for sustainability problem-solving context. This paper aims to identify the prominent themes (w.r.t. Open Innovation and Sustainability and their inter-relationships) and examine the importance of success factors and their configuration for co-creating shared value for sustainability innovation in MSMEs. The first stage of investigation determined the relationship between concepts present in literature through bibliometric technique. The second stage examined predictors (e.g., knowledge management system, openness and organizational structure) that contributed to desired outcomes (Co-creation of shared purpose in open innovation for sustainability) through Necessary Condition Analysis (NCA). This understanding advances the existing body of knowledge that propagates the significance of knowledge management system, openness and organizational structure as antecedent to increase co-creation of shared value for sustainability by organizations.

[view paper \(if available\)](#)

The Conditional Effect of CEO Organizational Identification on the CSR-CSiR Interrelationship

Author: **Eunyoung Park**; Arizona State U.

Author: **Jonathan Nicholas Bundy**; Arizona State U.

Author: **Donald A. Lange**; Arizona State U.

A growing number of studies have examined corporate social responsibility (CSR) and irresponsibility (CSiR) as distinct constructs that can simultaneously describe a firm's behavior. Yet prior work also suggests they might be interrelated, especially through the mechanisms of moral licensing and moral cleansing. That is, a firm's current engagement in CSR is positively related to its future engagement in CSiR, and vice versa. In this paper, guided by upper echelons theory and social identity theory, we propose that CEO organizational identification has a conditional influence on the interrelationship between CSR and CSiR. Drawing on theories of moral reasoning, we develop a set of competing hypotheses to argue that CEO organizational identification has either an amplifying effect to strengthen their interrelationship, or a diminishing effect to weaken their interrelationship. Using a sample of S&P 500 firms from 2006 to 2016,

Author: **Lisa Anne Whitelaw**; London School of Economics and Political Science

Author: **Lucia Garcia-Lorenzo**; London School of Economics and Political Science

This article contributes to underdeveloped research methods for studying innovation processes in real-time by exploring how organizing for disruptive innovation in an incumbent organization can be supported through real-time investigation. Embracing an ethnographic engaged scholarship approach, we worked with participants at Thales UK, a leading multinational technology company, over a period of 3 years to explore how an incumbent organization organizes for disruptive innovation from an organization-creation perspective. We show how our collaborative research practices supported the development of disruptive opportunities in their emergence by stimulating self-reflexivity and imagination among organizational members. Our reflexive analysis illustrates how we accomplished this through a process of simultaneous intervention and observation, action and analysis, and iteratively moving in and out between micro and macro levels of engagement with our study context. We present our findings in the form of a confessional tale highlighting both the impacts and tensions of engaging with our research context in a multidimensional and responsive manner. We seek to bridge theory and practice of innovation processes through our engaged scholarship approach and by sharing our research experience as a toolkit for other researchers to also study and contribute to the emergence of innovation processes in organizations in real-time.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

we find that CEOs with higher levels of organizational identification are more likely to engage in moral licensing and moral cleansing, and thus show that CEO organizational identification has an amplifying effect on the CSR-CSiR interrelationship.

[view paper \(if available\)](#)

Of Shepherds and Sheep: Who Sets the Agenda for Firms' Attention to Social Issues?

Author: **Jae Hwan Lee**; Hamline U.

Author: **Ronei Da Silva Leonel**; U. of Memphis

Author: **Elise Perrault**; College of Charleston

Corporate social responsibility (CSR) has received a lot of attention in terms of how it can benefit firms and why firms voluntarily address social issues. However, little is known about the issues to which firms choose to pay attention and what influences these decisions. In this paper, we adopt an attention-based view of the firm that builds on media agenda-setting theory to develop a model of situated attention suggesting that firms address social issues that are most prominent in their institutional environment as determined by the media. We analyze the occurrence of 61 social issues in the CSR reports of 253 firms over the ten-year period 2006-2016 for a total sample of 76,860 issue-firm-year observations. We find that issues' salience in traditional media is a significant predictor of the issues that firms address in their CSR reports. We also find evidence that over time, the agenda-setting effect of traditional media on firms' social agenda is losing ground to the power of the public, who increasingly shape the agenda of both corporations and traditional media. The multi-faceted contributions of this study are expounded in the discussion of our findings.

[view paper \(if available\)](#)

Dared to Care: Mechanisms of Logic Hybridization in Community Ophthalmology Field

Author: **Padmavathi Shenoy**; Indian Institute of Management, Tiruchirappalli

Author: **Smita Prashant Chattopadhyay**; Indian

Institute of Management, Tiruchirappalli

An organization that sets out to address a grand challenge often faces an uphill task of triggering institutional change. In doing so it needs to work under established normative institutional prescriptions that act as institutional barriers and manage under institutional complexity. In this paper, we undertake an in-depth analysis of institutional change process undertaken by a social enterprise from developing country and its partners. Our findings reveal the non-linear and dynamic nature of institutional change process, its triggers and the mechanisms of institutional change. We find that institutional contradictions become salient in the field under conditions of pluralism, external change and resource scarcity. However, the interpretations of the contradictions diverge depending on the actors' cognitive frames which also influences the role they assume in change process- institutional guardians, temporary and persistent change agents. Temporary change agents dropped their efforts too soon despite large supporters' base, while few other change agents persisted to create hybrid organizing templates. The latter group of change agents creatively embraced the institutional contradictions and worked along with the by-standing organizations and institutional guardians in order to diffuse and institutionalize the change they had introduced. We note that such approach was the result of the paradoxical frame which helped them to identify and reconcile contradicting logics, perceived value-conflict and the inherent multiple embeddedness of their roles. These acted as an impetus for the institutional change through a repertoire of mechanisms, namely: re-framing solution, collective reflexivity, collective experimentation and practice authentication.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

SIM

Issues in Emerging Economies and Base of the Pyramid (session 659)

STR

Business Model Innovation and Venture Capital Investment (session 662)

Broadening our Sight? Evaluating Social Issues in Management Contributions to Grand Challenges

Author: **Layla Jayne Branicki**; Macquarie U.

Author: **Stephen Brammer**; U. of Bath

To what extent is Social Issues in Management (SIM) scholarship achieving its mission to encourage social change through undertaking research regarding the biggest problems facing global society? This year's conference theme - 20/20: Broadening our Sight – calls upon management researchers to examine ways of working together and with other stakeholders to enhance our collective capacity to address the 21st century's most pressing challenges. While social issues in management researchers seem ideally placed to contribute significantly to this agenda, we know very little of the extent and character of contributions by social issues in management scholars to "Grand Challenges". In this paper, we provide the first comprehensive evaluation of grand challenges as they are examined in social issues in management research. To do this, we systematically review research concerned with grand challenges in 5 leading social issues in management journals, subjecting the full text of the articles identified in our search to content analysis using a structured analytical template. In so doing, we provide a comprehensive overview of social issues in management contributions to grand challenges, reflect on the factors that have inhibited greater engagement with grand challenges, and highlight practical approaches that SIM scholarship could adopt in attempts to broaden our sight.

[view paper \(if available\)](#)

Upper Echelons, Gender Diversity, and Environmental Strategy in Emerging Economies

Author: **Abubakr Saeed**; COMSATS U. Islamabad

Author: **Tahiru Azaaviele Liedong**; School of Management, U. of Bath

Author: **Hammad Riaz**; COMSATS U. Islamabad

Author: **Tazeeb Rajwani**; U. of Surrey

Drawing on upper echelon theory, we examine how top management team (TMT) gender diversity impacts ISO 14001 certification in emerging

Strategic Leadership and Business Model Innovation: Integrating Micro and Macro Perspectives

Author: **Chandrashekhhar Lakshman**; Florida Atlantic U.

Author: **Ravi Bala**; U. of Texas Rio Grande Valley

Business Model Innovation (BMI) is a real phenomenon, which is very important to understand, yet poorly understood. Despite the importance of strategic leadership to BMI, there is very little attention to it in the literature. Using the theory of dynamic capabilities as an underlying framework, we develop a theoretical, multi-level relationship between strategic leadership, TMT strategic agility and employee flexibility, which are critical organizational competencies necessary for orchestrating BMI. We conceive of firm-level strategic agility as a combination of TMT strategic agility, comprised of collective commitment and strategic sensitivity at the TMT level, and employee flexibility, comprised of skills flexibility and behavioral flexibility at the employee level. We contribute to the literature by addressing the important phenomenon of BMI and by bridging the micro-macro divide. We highlight our contributions, discuss limitations of our theoretical model, and conclude the paper with both academic and practical implications followed by future research directions.

[view paper \(if available\)](#)

Unveiling the Experimentation Process of Business Model Innovation: A Sociomateriality Perspective

Author: **Xavier Lecocq**; -

Author: **Catherine Archambault**; IESEG School of Management

Innovative business models have been on the radar of strategic management scholars for their ability to lead to better competitiveness. Yet, the trial-and-error process leading firms to create new and innovative business models, referred to as the experimentation process, remains largely unknown in business model innovation (BMI) literature. To further advance BMI's scholarship and to enable

countries. We further examine how this impact is affected by women executives' personal attributes as well as organizational and institutional conditions. Using panel data from 490 firms in three highly polluted emerging countries (China, India and Pakistan) and employing Probit instrumental variable regressions, we find that the proportion of women in TMTs is positively related to the likelihood of ISO 14001 certification and renewal. Additionally, we find that high institutional gender parity, women executives' power and CSR committees strengthen the relationship between TMT gender diversity and ISO 14001 adoption. Our findings, which demonstrate a systematic translation of women's values into environmental strategy, make important contributions to literature and practice.

[view paper \(if available\)](#)

Serving the Base of the Pyramid Through Innovative Business Models and Stakeholder Relationships

Author: **Andrea Maria Prado**; INCAE Business School

Author: **Jeffrey Robinson**; Rutgers Business School

The base of the pyramid (BoP) refers to the global poor, most of whom live in developing countries and face limited access to health care, education, and public services. Social entrepreneurship can be an effective approach to creating both economic and social value at the BoP, addressing the needs of this market segment through innovative business models and relationships with different local stakeholders. Scholars and practitioners alike have proposed that multinational corporations or philanthropic efforts would be effective in serving the needs of this market segment. However, social entrepreneurs, through their pursuit of social and economic goals that address the community's needs and potentiates its capabilities, constitute a better alternative to these approaches. Thus, based on the study of three social enterprises in Latin America, we develop a set of propositions regarding the characteristics that effective social enterprises serving the rural BoP are likely to exhibit. These features include a) a local founder who understands the community needs and sociopolitical context, b) an innovative business model that fits the local

further theorizing on BMI performance, we suggest researchers should focus their efforts on unveiling the micro- processes and dynamics of the experimentation process over time. As such, we adopt a sociomateriality perspective to reveal how a new business model emerges in an established firm. We offer process-based narratives based on evidence collected at a multinational firm which operated architectural business model changes over the course of ten years. Our contribution to the BMI stream of research is twofold: First, we further expand knowledge on the discovery-driven experimentation process demonstrating the crucial role of agency – both human and material – in shaping a new business model. In doing so, we corroborate the driven by fate nature of the experimentation process as understood in current BMI literature. Second, we demonstrate the counter-intuitive notion that order naturally invites itself in the experimentation process, which we conceptualize as a dynamic conversation between the upper and the middle management levels. Our novel outlook thus invites business model researchers to evaluate established firms BMI's performance through ordered sequences of dynamic conversations.

[view paper \(if available\)](#)

Policy Uncertainty and Venture Capital Investment: A Real Options Perspective

Author: **Jing Deng**; U. of Colorado at Boulder

Author: **Tony Tong**; U. of Colorado, Boulder

Recent changes in the global geo-political environment have stimulated a growing interest in policy uncertainty, or uncertainty in future government policies. Whereas policy uncertainty has been shown to impact business activities in many other fields, it has received little attention in strategy surprisingly. This study investigates how policy uncertainty affects venture capital (VC) investment, which is often subject to high uncertainties. Taking a real options perspective, we predict that VCs will defer investment in startups under high levels of policy uncertainty, and that the effect will be strengthened by investment irreversibility. Results based on a large sample of VC- backed startups support our predictions. We contribute by applying

context, c) the deployment of or investment in local capabilities, and d) diversified sources of income through multiple market segments or different product lines.

[view paper \(if available\)](#)

Consociation: How Developing Communities Organize Collective Entrepreneurship for Common Prosperity

Author: **Haiying Lin**; Hainan U.

This paper explores alternative forms of organizing in relation to entrepreneurship and social transformation. Some pioneering communal entrepreneurship studies recognized the limitations of conventional, individual-based entrepreneurship studies with regard to tackling the growing income disparity in developing economies. They suggest that addressing the needs of vulnerable groups can be better organized at the collective rather than at the individual level. However, such a collective organization mechanism has not yet illustrated fully in the literature. This study fills the gap by adopting an abductive method to build theory by tracing the ten-year evolution of a large community-based enterprise in China. Based on the intensive case study, I theorize collective entrepreneurship and identify consociation as the underpinned organization mechanism.

[view paper \(if available\)](#)

Asynchronous

THEME RESEARCH DISCUSSION PAPER SESSION ASYNCHRONOUS

STR

Cross-Border M&A and Earning Management (session 663)

real options to examine policy uncertainty and by providing first evidence that such uncertainty dampens VC investment.

[view paper \(if available\)](#)

Mechanisms for Business Model Innovation: A Role for Cooperation and Industry Associations

Author: **Jennifer Kuan**; California State U., Monterey Bay

Author: **Kyle J. Mayer**; U. of Southern California

Business models have been shown to be important for a firm's survival and competitiveness. But because business models encompass interfirm relationships, they also have the potential to affect the survival and performance of whole industries or ecosystems. This paper uses an historical case to examine business model innovations—where they come from and how they spread. We study the rise of venture capital, which underwent decades of business model experimentation, starting in the 1950s, before becoming an overnight success in the 1980s. We document a number of surprising and almost forgotten aspects of the experimentation period in California's Silicon Valley, including cooperation among the venture capitalists there, and their formation of an industry association, the Western Association of Venture Capital (WAVC), which helped to rapidly develop and establish the successful model we know today. We argue that these mechanisms of cooperation can be applicable to firms in other industries, especially those that benefit from variety.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION ASYNCHRONOUS

STR

Environmental Disruption, Strategic Change, and Social Context (session 661)

Parallel Learning Pathways, Applied Integration Rules, and Performance in Acquisitions

Author: **Yves-Martin Felker**; U. of Lancaster Management School

Author: **Florian Bauer**; U. of Innsbruck

Author: **Martin Friesl**; Otto-Friedrich U. Bamberg

We draw upon theories of organizational learning to examine multiple learning pathways contributing to distinct manifestations that help managers to navigate through acquisition integration by rules. Although research suggests that performance improves through either codification or routines, the combined effects of these sources of learning have rarely been investigated. Thus, we aim to untangle the emergence of parallel learning pathways, their corresponding manifestations in rules, and their joint performance effects. Findings are largely consistent with our theoretical predictions: (1) learning pathways manifest in organizations through rules improving performance (2) routines fosters both, human and functional integration rules, while (3) codification fosters only functional integration rules. Our theoretical framework was tested empirically across a sample of 113 acquirers in the German-speaking part of Central Europe. The result of our study supports the demand for a more integrative perspective on learning pathways in rare strategic events.

[view paper \(if available\)](#)

Solving the Double Jeopardy of Cross-Border Acquisitions with Corporate Governance Bundles

Author: **Jiachen Yang**; HEC Paris

This study is focused on the associations between corporate governance of firms and value-creation in cross-border acquisitions. Studies suggest that firms prefer high economic growth and low corruption in host countries. Yet the practice of international business shows that neither fast economic growth nor limited corruption are sufficient for value-creation in cross-border acquisitions. Instead of choosing between high economic growth or low corruption, firms must strike a balance between the two. However, corporate governance studies show that top executives regularly struggle with guiding firms to successfully find that balance. We argue

To Pivot or Not to Pivot - That is Not Always the Right Question

Author: **Dirk Martignoni**; U. of Lugano

Author: **Thomas Keil**; U. of Zurich

Existing research has identified two main rationales why organizations might seek to pivot their beliefs. First, organizations should pivot beliefs in response to environmental disruptions. Second, even if the environment is rather stable, organizations should pivot if performance is disappointing. Using a computational model, we examine the validity of these intuitively appealing arguments and identify their boundary conditions. We find, that while it is often advisable to pivot beliefs in response to disruptions, organizations should not seek to match the extent of belief pivots to the extent of environmental disruptions. We also find that it is not poorly performing organizations that benefit most from pivoting their beliefs but instead, organizations that perform very well but not optimally. We discuss the implications of our findings for the theories of disruption.

[view paper \(if available\)](#)

Bridging Organizational Context and Individual-Level Cognition to Explain Individual Ambidexterity

Author: **Raphael Boemelburg**; HSG U. of St. Gallen

Author: **Maximilian Palmié**; U. of St. Gallen

Research on contextual ambidexterity points to the need for individuals to autonomously integrate exploration and exploitation. To date, research has either focused on antecedents in the social context or on individual-level antecedents. We integrate these two perspectives by using Social Cognitive Theory as a vintage point. We segment contextual antecedents into proximal and distal social context and illustrate how these two interact to influence individual ambidexterity through shaping the individual-level cognitive basis of autonomous agentic behavior. Building on primary, multi-source data of 245 employees from a large Central European Company we find strong support for our model. With our research, we illuminate the syntax of causal mechanisms from the social context and individual-level.

that these two challenges pertaining to host countries and to top executives of firms constitute a 'double jeopardy' that can be resolved through corporate governance bundles consisting of complementary mechanisms. Based on fuzzy-set qualitative comparative analysis of 738 cases, we developed a middle-range theory of how acquirers achieve value-creation in cross-border acquisitions by successfully resolving the 'double jeopardy' through well-designed corporate governance. Our results show that given strong corporate governance of cross-border acquirers, high economic growth is a necessary condition for value-creation while low corruption is not. Ours is a study that joins the dynamic stream of literature focused on the links between corporate governance of firms with performance.

[view paper \(if available\)](#)

Dividend Policy as a Mechanism to Protect Investors: Evidence from Brazil

Author: **Raquel Sales Costa**; FEA/USP - Faculdade de economia, administração e contabilidade
Author: **Susana Sales Da Silva Campos**; FEA/USP - Faculdade de economia, administração e contabilidade

We investigated the effect of dividend decisions on the earnings management (EM) practice of Brazilian companies. This association is based on agency theory, since free cash flow, if not employed in projects of shareholders' interest, can be expropriated by managers and used for their own benefit. By examining a sample of 2,600 non-financial publicly and privately held companies, from Standard & Poor's Capital IQ database, we found evidence to support the hypothesis that dividend-payers firms show a less aggressive earnings management than non-payers. We also conclude that differences in institutional transparency and investor protection in a country level does not play a significant role in this context.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

Earnings Smoothing and Strategic Change

Author: **Ralph Anthony Gibbs**; Robert H. Smith School of Business, U. of Maryland

To understand a firm's strategy we must understand when they will engage in strategic change vs. persist with current activities. A precursor of strategic change that is often studied is performance feedback; it is often found that higher levels of performance (particularly above salient historical, social, or natural aspiration levels) is associated with lower levels of subsequent strategic change. However, studies of performance often use reported accounting earnings as a measure of performance and there is reason to believe that managers actively manage reported earnings through accounting and operational choices (such as to smooth earnings). This study examines the relationship between earnings smoothing and strategic change and presents evidence suggesting that this relationship is not mediated through performance feedback and shortfalls below aspirational benchmarks.

[view paper \(if available\)](#)

Managers' Preferences for Timing of Investment in a New Technology: Role of Motivation and Ability

Author: **Saeedeh Ahmadi**; Amsterdam Business School, U. of Amsterdam
Author: **Luca Berchicci**; Rotterdam School of Management, Erasmus U.

This study proposes perceived capability and motivation, as important determinants of managers' preference for the timing of investment on an emerging technology. First, by considering motivation as an important contingency to the perception of capability gap, this research explains how combination of motivation and capability gap determine whether managers delay investment in emerging technologies. Moreover, the study posits exploration approach as an important underlying mechanism that links the joint effects and the

TIM

Innovation & Digital Technologies (session 664)

When Should AI Be Used in Firms: A Theoretical Framework

Author: **Kai Wang**; Kean U.

While many people argue that the wide use of artificial intelligence (AI) will lead to mass unemployment, there is a lack of evidence for such a trend. An important reason for this discrepancy is that AI's usage in firms is delimited by multiple considerations. This article surveys the relevant literature and develops a theoretical framework covering a set of factors affecting AI's application in organizational tasks. Specifically, AI is more likely to be used if the use is favored by strategic, cost, social, ethical, and task-technology fit considerations. Future research directions are also discussed.

[view paper \(if available\)](#)

Only a Coward Hides Behind AI? Preferences in Surrogate, Moral Decision-Making

Author: **Sabrina Schneider**; U. of Kassel

Author: **Elena Freisinger**; EBS U. of Business and Law

The increasing availability of data and computational power in the digital era has transformed many decision-making challenges. Artificial Intelligence (AI)

manager's timing of the investment decision. In this study, both the conditions under which and the mechanism through which timing of manager's investment decision is shaped are examined. A moderated mediation framework is tested using data from managers in health care sector faced with Internet of Things (IoT) in an experimental setting and discuss how the findings advance strategic decision-making and behavioral strategy research.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

TIM

Innovation Actors in Context (session 665)

Benefiting from Previous Solo Inventors

Author: **Dehong Li**; School of Management, Xi'an Jiaotong U.

Author: **Jun Lin**; School of Management, Xi'an Jiaotong U.

Author: **Xiaopeng Wang**; School of Management, Xi'an Jiaotong U.

Most of previous research on solo innovation mainly focus on the question that whether the innovation achievements completed by individual are more likely to be breakthrough innovation. However, this research argued that the significance of solo innovation is not only limited in the innovation achievements per se but can be further sublimated by the effect of systematic combinatory knowledge that learned from solo innovation process. The research found that the systematic combinatory knowledge that learned from previous solo innovation is indeed beneficial for generating breakthrough innovations. Direct ties in collaboration network are more powerful for transferring this knowledge than indirect ties (due to its tacit nature), and there is no significant evidence showing that the benefits from direct ties to holders of the systematic combinatory knowledge can be substituted by brokering more collaborative ties (due to its systematic nature). Moreover, weak structural equivalence between holders and their collaborators is beneficial for the transmission of

has entered the decision-making stage by taking over more and more tasks previously afforded to humans. The delegation of decision-making authority to AI assigns the technology with the agency to cause moral consequences, which raises concerns about responsibility and accountability. This study explores managers' willingness-to-delegate moral decisions in a surrogate decision context to AI and the involved employee's acceptance of such moral decisions made by AI. In a mixed methods approach, we combine quantitative, quasi-experimental results with qualitative insights. Our findings reveal opposing perceptions of the same situation, depending on the individual's perspective: Whereas the willingness- to-delegate a layoff decision in a surrogate decision context to AI is very low (decision-maker perspective), people affected by the decision have no preference regarding humans or AI in making the decision (decision-affected perspective). Further, we identify the underlying rationales of these distinct preferences along three themes: (1) AI's capability for this decision based on the technologies' characteristics and competencies, (2) the particular characteristics of the decision context, and (3) the responsibility for the moral consequences this decision creates.

[view paper \(if available\)](#)

Value 4.0: A Framework for IoT-based Products and Services Value Proposition

Author: **Graziela Molling**; UNISINOS U.

Author: **Amarolinda Klein**; UNISINOS U.

The Internet of Things (IoT) has the potential to help firms to innovate and to address new business opportunities. However, many companies face difficulties in developing value propositions for products and services based on this technology. Considering this, we aimed to answer the following research question: which elements need to be considered to develop value propositions for IoT-based products and services? We used the Design Science Research (DSR) method to answer this question through the creation and testing of a specific framework to support the development of this type of value proposition. The framework was evaluated by 31 academic experts and practitioners

this knowledge. This part of research not only highlights the importance of systematic combinatory knowledge for generating breakthrough innovations, but also offers an enhanced understanding of network related contextual factors about transferring tacit and systematic knowledge.

[view paper \(if available\)](#)

How Do Users' Reviews Matter for Corporate Innovation?

Author: **Shibo Zhou**; Georgia Institute of Technology

The growing amount of online reviews is an important external information source for both consumers and producers. While the reviews' impact on consumers purchasing behaviors has drawn much attention in the literature, whether it can influence the producers in terms of future product development remains unclear. In this paper, I examine the role of users' reviews on product development. Using data from a video game platform, I evaluate the effect of average and dispersion of review ratings on the game updates and game extension (DLC). The empirical results show that games with lower average ratings and higher dispersion have a higher probability of updates in the following month, and the impact of average rating is stronger for games with higher rating dispersion. The finding shows that producers learn more from the unsatisfied consumers of unique products, and it generates managerial implications for platform design.

[view paper \(if available\)](#)

Citizen Science and Sustainability Transitions

Author: **Katrin Vohland**; Museum für Naturkunde Berlin

Author: **Henry Sauermann**; ESMT European School of Management and Technology

Author: **Vyron Antoniou**; Hellenic Military Geographical Service

Author: **Bálint Balázs**; Environmental Social Science Research Group

Author: **Claudia Göbel**; Museum für Naturkunde Berlin

and applied to two real businesses. It considers critical elements related to the value proposition and the relations between the main architecture layers of the IoT (including capabilities and challenges), the different types of values that can be generated for different actors, as well as the strategic positioning of IoT-based products and services.

[view paper \(if available\)](#)

Why Users Do Not Accept Big Data: Benefits and Challenges of Big Data Implementation

Author: **Vella Somoza Sánchez**; U. of Southern Denmark, Odense, Denmark

The following research is an explorative multiple case study seeking to understand the benefits and challenges of big data introduced as a data-driven business process in three types of organizations. This perception of the technology reveals how BD's characteristics, the organizational culture and the organizational strategy function as antecedents of adoption, impacting on the effects of this technology for the organization. This reveals that user acceptance begins in the initiation phase of adoption of this technology and not just after implementation as the literature has previously suggested. To this end, this study uses seven cases from different settings to uncover the respondents' experience with this new technology. The cases come from manufacture and service companies as well as the public administration, where changes, challenges and potential benefits of BD are described for the different organization types. Additionally, the technology's and the organizational characteristics are used to explain user acceptance decision for BD in the organization.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

Author: **Kostas Karatzas**; Aristotle U. of Thessaloniki

Author: **Peter Mooney**; Maynooth U.

Author: **Josep Perelló**; U. de Barcelona

Author: **Marisa Ponti**; U. of Gothenburg

Author: **Roeland Samson**; U. of Antwerp

Author: **Silvia Winter**; U. of Natural Resources and Life Sciences

Citizen Science (CS) projects involve members of the general public as active participants in research. Different proponents of this approach – including professional scientists, civil society groups, as well as policy makers – hope that it can increase scientific knowledge production but also bridge the gap between science and the broader society. In this paper, we discuss how both aspects can allow Citizen Science to have even more fundamental impacts by supporting sustainability transitions in areas such as renewable energy, public health, or environmental conservation. We first highlight three pathways through which such impacts can occur: (1) Problem identification and agenda setting; (2) Resource mobilization; and (3) Facilitating socio-technical co-evolution. To realize this potential, however, CS needs to address challenges that emerge especially in the context of sustainability transitions: Increasing the diversity, level, and intensity of participation; addressing the social as well as technical nature of sustainability problems; and reducing tensions between CS and the traditional institution of academic science. Grounded in a review of academic literature and policy reports as well as a broad range of case examples, this article contributes to scholarship on science, innovation, and sustainability transitions. We also offer insights for actors involved in initiating or institutionalizing Citizen Science efforts, including project organizers, funding agencies, and policy makers.

[view paper \(if available\)](#)

Leveraging Reconstruction of Resources in Resource Constrained R&D Settings Through Social Skills

Author: **Niharika Garud**; Faculty of Business and Economics, U. of Melbourne

Author: **Ganesh N Prabhu**; Indian Institute of Management, Bangalore

Innovative outcomes of R&D employees play a crucial role in sustaining competitive advantage for hi-tech firms. These inventors often deal with financial and resource constraints within emerging economies. In this research, we integrate social exchange theory and bricolage theory to explain how activities and R&D project outcomes of inventors in their R&D pursuits within resource constrained environments are shaped by their social skills. This research extends prior research on linkages between bricolage behaviors and R&D project outcomes in the context of R&D divisions operating in resource constrained environments. This study further contributes theoretically by exploring the role of social skills in shaping R&D inventor's bricolage activities and their R&D project outcomes. We tested our hypothesized relationships through quantitative data gathered from 211 R&D inventors operating in hi-tech organizations in India. Our results support our hypotheses and indicate that bricolage behaviors of R&D inventors positively influence their R&D outcomes and efficiency, as well as their social skills are significantly related to their bricolage and R&D outcomes. Our findings contribute to the field of R&D management and bricolage in developing theory on how micro-level influences can impact macro R&D outcomes in high technology firms.

[view paper \(if available\)](#)

Does Affective Evaluation Matter for the Success of University-Business Collaborations?

Author: **Lasandahasi Ranmuthumalie De Silva**; Birkbeck, U. of London

Author: **Federica Rossi**; Birkbeck, U. of London

Author: **Nick K. T. Yip**; U. of East Anglia

Author: **Ainurul Afizah Rosli**; Brunel Business School

University-business collaborative projects play a crucial role in the knowledge-based economy. While university-business collaborations are perceived to be challenging owing to inherent differences between collaborators, past research has paid surprisingly little attention to the relationship between the collaborators' affective evaluation of the project and collaboration outcomes, including the decision to engage in future collaborations. By

TIM

Strategic Decisions and Innovation (session 666)

Should I Stay or Should I Go ? The Choice of R&D Localization Near Lead Users

Author: Anne Berthinier-Poncet; CNAM U. Paris
Author: Sandra Dubouloz; U. Savoie Mont Blanc -
IREGE
Author: Catherine Thevenard-Puthod; USMB -
IREGE

The geographical location of R&D teams is a key issue in innovation management. In particular, firms will have to choose between centralization around their headquarter or decentralization of members of their R&D teams near customers or specific knowledge. However, few studies have analyzed in depth the importance of decentralizing innovation teams as close as possible to lead or intensive users, adopting a processual approach. This article investigates the relevance of this choice of localisation during four phases of the innovation process : needs recognition, search for solution, development and diffusion. More precisely, we pursue two objectives: (1) to identify, for each step

performing sentiment analysis on a dataset of 415 final reports from university-business collaborative projects, we find that the collaborators' positive affective evaluation of the project is positively correlated with its perceived benefit, which is a predictor of future collaboration. Moreover, positive affective evaluation moderates the negative effect of perceived challenges of the collaboration on its perceived benefits. These findings highlight the importance of managing perception and affective evaluation to promote successful university-business collaborations. They also showcase sentiment analysis as a helpful foresight tool to identify collaborations that are more likely to sustain in the future.

[view paper \(if available\)](#)

Asynchronous

THEME

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

ENT

Angels, Venture Capitalists, and Finance (session 641)

Nature and Evolution of Trust in Venture Capitalist-Entrepreneur Relationship

Author: Swati Panda; U. of North Texas
Author: Saurabh Srivastava; Texas A&M U.,
Commerce
Author: Satyendra Pandey; Institute of Rural
Management, Anand, India

Investigating trust in inter-organizational relationships is challenging because of its multidimensional and temporal nature. In addition, the nature of trust is also influenced by the stage of the life cycle that the venture is in when the relationship is initiated. Majority research overlooks these complexities and thus fails to explore the progression/deterioration of trust with the evolution of the relationship. Our paper addresses these gaps by focusing on the nature and evolution of trust in Venture Capitalist-Entrepreneur relationships initiated at different stages of a venture's life cycle. The context of our study is an emerging market where entrepreneurship has become the major contributor to the economy. In line with this

of the innovation process, the benefits and drawbacks of this strategic choice ; (2) to identify the different levers, whether cognitive, organizational, social, institutional or electronic, that innovations teams can use to overcome the obstacles due to delocalization. Based on a single emblematic case study, our results show that this choice of location near lead users has a global positive influence on the innovation process, but of varying intensity, depending on the stages of the innovation process. It seems most relevant for 2 phases: the needs recognition and the development phases. In order to overcome the handicaps linked to the geographical fragmentation of the company, teams will use complementary organizational, cognitive, social and electronic levers.

[view paper \(if available\)](#)

How Formal Institutions Interact with the Organizational Drivers of New Platform Technology Adoption

Author: **Mohammad Taghi Ramezan Zadeh**; Amsterdam Business School, U. of Amsterdam
Author: **Oli Mihalache**; Vrije U. Amsterdam

Although there has been a recent surge in research on the drivers of technology adoption, our understanding is still limited to adoption in a single national context. That is, we still lack an understanding of how the effects of micro-level factors on technological adoption depend on differences in national contexts. Attempting to bridge the gap between international business and strategy research, we propose that technology adoption depends on both micro (organizational absorptive capacity and managerial attention) and macro (i.e., formal institutional environment) factors as well as their interplay. The study tests a moderated mediation model on the responses of Ericsson's clients around the globe (89 telecommunications operators from 79 countries) to the offering of Cloud technology. We find that the influence of organizational absorptive capacity on technology adoption manifests itself partly through managerial attention. We also find that the firm's absorptive capacity compensates for the regulatory system's lack of quality for new technology adoption. Besides, the absorptive capacity is

objective, we employ multiple case studies comprising ten Venture Capitalist-Entrepreneur dyads in India. Our results suggest that relationships developed at the early stage of the venture life cycle exhibit calculus-based trust, which develops into knowledge-based trust, and in few instances into the identity-based trust. Whereas, relationships developed at the late-stage of the venture life cycle stagnate at the calculus-based trust. The late-stage relationships were also marred with a healthy dose of distrust.

[view paper \(if available\)](#)

The Politics of Angels

Author: **Sekou Bermiss**; U. of Texas at Austin
Author: **Laura Huang**; Harvard Business School
Author: **Min Ju Lee**; U. of Texas at Austin
Author: **Andy Wu**; Harvard Business School

In this paper we examine how an angel investor's political ideology shapes their entrepreneurial investment decisions. Integrating insights from research on entrepreneurial financing and political ideology we suggest that an investors personal perceptions, attributions, and in turn, emotional appraisals are shaped by personal political ideology. We develop and test our hypothesis using survey and archival data on the ideologies and behaviors of angel investors in the United States. Our results suggest that political ideology is a significant predictor of an angel's co-investment relationships, investment criteria, and portfolio performance.

[view paper \(if available\)](#)

Does VC Ownership Disappear After IPO? The Role of Post-IPO VC Ownership to IPO Firms' Outcomes (WITHDRAWN)

Author: **Heejin Woo**; California State U., Fullerton
Author: **Sukwoong Choi**; U. of Kentucky

This study investigates how venture capital (VC) ownership affects strategy and financial performance of newly public firms after IPOs. We find that a significant proportion of VC firms hold shares after the IPO of their investee company. Given that VC funds typically have a fixed life, we expect there is a conflict of interest between VC

particularly important in directing managerial attention to the new technology in countries with a lower quality of regulatory systems.

view paper (if available)

MNEs' Technology-Assets Seeking Strategies for Innovation: Empirical Evidences from Brazil

Author: **Eliane Franco**; ESPM, Sao Paulo, Brazil

Author: **Dennys Eduardo Rossetto**; SKEMA Business School, U. Côte d'Azur, GREDEG

Author: **Felipe Mendes Borini**; U. of Sao Paulo (FEA/USP)

Author: **Marcos Amatucci**; ESPM, Sao Paulo, Brazil

This study aims to contribute to the debate on the increasing R&D internationalization towards the emerging world. It explores how this new phenomenon has been evidenced in Brazil, the largest recipient of FDI in Latin America region. Based on multivariate data analysis in 735 foreign companies selected from the Brazilian Innovation Survey (PINTEC-2011), three main patterns of affiliates' technology-asset seeking for innovation were found. Results show that, distinctly from the global open innovation trend, multinationals in Brazil still pursuing more traditional modes of innovation, centered on the acquisition of physical capital (from local and international suppliers), market-oriented strategy and in-house R&D activities. The findings reveal constraints in the interactive process between affiliates' technology-asset seeking strategies and the external institutional environment, in particular for co-innovation with local innovation system.

view paper (if available)

Innovative Activities and Firm Survival During the Life Cycle of the German Photovoltaics Industry

Author: **Ann Hipp**; U. of Bremen

Author: **Martin Kalthaus**; Friedrich Schiller U. Jena

We estimate the effect of different types of innovative activities on firm survival in the German photovoltaics industry. We collect data on 154 firms along the value chain of the photovoltaics system

shareholders and newly public firms. VC shareholders that want to maximize returns in the short run may hinder newly public firms' managers from investing in projects that are potentially value-creating but time-consuming. Therefore, we argue that post-IPO VC ownership discourages newly public firms' long-term investments such as R&D, workforce, and capital expenditure, and as a result, it affects financial performance negatively. In an analysis of VC-backed newly public firms in U.S. technology-intensive industries where long horizon corporate investment is particularly critical, we find supportive evidence of these arguments while addressing potential endogeneity concerns.

view paper (if available)

Searching Beyond the Horizon: Opportunity and Motive in CVC Investments

Author: **Joshua Gabriel Eckblad**; Tilburg U.

Author: **Shivaram Devarakonda**; Tilburg U.

Author: **Geert Duysters**; Tilburg U.

We examine how corporate firms deal with the competitive effects of technological change by utilizing corporate venture capital (CVC) investment opportunities to source external knowledge. Whereas previous scholarship has largely focused on the composition of CVC investment portfolios to predict performance outcomes, we examine organizational level drivers of CVC investment behavior. We contend that CVC investment behavior is influenced by the interaction between two fundamental considerations: the supply of investment opportunities made available to the corporate firm because of its position in the environment; and the demand for new technological investments deriving from the need to cope with technological change. We argue that the degree to which CVC programs place bets on external startup ventures with uncertain prospects depends not only on their position in investment syndicate networks but also on how organizational attention is systematically guided by the threats posed by technological change. We analyze investments made by CVC programs of 209 publicly traded firms over 20 years and find that more centrally placed corporate firms in the VC investment syndicate have higher investment rates. We find that greater focus of the corporate firm's technological capabilities

from 1964 to 2016, including several stages of the industry's life cycle. We proxy a firm's innovative activities based on the number of patents, amount of R&D subsidies and number of R&D collaboration partners. Discrete-time hazard models are used to estimate the survival probabilities. Our results confirm a survival-enhancing effect of innovative activities proxied by patents. We do not find survival-enhancing effects of R&D subsidies. The number of collaboration partners in general does not influence survival, but a differentiation between the types of partners reveals opposing effects. While collaborations with universities increase the probability of survival, collaborations with public research organizations show a negative effect. Collaborations with other firms show no effect on survival.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

induce them to take advantage of the investment opportunities that arise from a central position in syndication networks. Our findings imply that CVCs serve as a "window on technology" only to the extent that technological positions of corporate firms direct attention to choices within the opportunity set that is determined by the corporate firm's network of investment relations.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

DISCUSSION PAPER SESSION

ENT

Crowdfunding and Stewardship (session 642)

Can Equity Crowdfunding Mitigate the Gender Gap in Startup Finance? (WITHDRAWN)

Author: Erin McGuire; Georgia Institute of Technology

It is well documented that firms led by females do not obtain capital investment at the same rate as males. Equity crowdfunding offers a solution to this problem by increasing firm access to investors. In this study, I evaluate the effects of the 2012 legalization of equity crowdfunding on startup financing in the United States on the gender difference in funding receipt. Using a novel dataset of startups and financing sources, I find that the entry of equity crowdfunding decreased the difference in average funding to male entrepreneurs compared to female entrepreneurs by 17.9 percent.

[view paper \(if available\)](#)

ENT

Different Perspectives of Entrepreneurship (session 640)

Narrative Founder Identity: Weaving the Past Life Stories Together to Make Sense of Self

Author: Eunki Ro; Rutgers Business School

It is argued that founders' identities provide valuable insights in understanding differences across those founders' behaviors and their enterprises. Until recently, however, entrepreneurship literature has been drawn only on two prominent identity theories – social identity theory (SIDT), role identity theory (IDT), and the combination of both. This study suggests that there is an additional stream of identity research that will be helpful in reconciling the discrepancies between the two prominent identity theories and in providing a more coherent sense of oneself. Narrative identity literature, based on social constructionist perspective, suggests that people construct their current identity by reflecting on their past life stories and narratively weaving them together so it can give answers to the question of 'how I came to be.' In other words, narrative

Agency Theory vs. Stewardship Theory: CEO Duality and Board Behavioural Integration in New Ventures

Author: **Truls Erikson**; U. of Oslo

Author: **Chris Coleridge**; Cambridge Judge Business School

Author: **Ekaterina S. Bjornali**; Norwegian U. of Science and Technology

In this study, we find that management philosophy matters regarding board structure when it comes to maximizing the growth potential of high-tech firms. In particular, we find support for stewardship theory as contrasted to agency theory. Specifically, we not only find that board trust has a mobilizing direct effect on the effectiveness of the venturing management teams, but also that board behavioural integration mediates the relationship between board trust and the effectiveness of the venturing management teams. Furthermore, CEO duality moderates these relationships in two of three possible ways. Implications for theory and practice are discussed.

[view paper \(if available\)](#)

Costly and Costless Signals and the Role of Innovativeness in Equity Crowdfunding

Author: **Francesca - Di Pietro**; Trinity Business School, Trinity College Dublin - U. of Dublin

Author: **Luca Grilli**; Politecnico di Milano School of Management

Author: **Francesca Masciarelli**; G. D'Annunzio U. of Chieti-Pescara

Uncertainty and information asymmetries in crowdfunding can be reduced through quality signals project proponents offer to their potential supporters. Drawing on the signaling theory, this study analyzes how costly signals –venture's statements on past achievements and results- and costless signals –venture's statements on future plans and goals- influence crowdfunding performance. The results of a multi-method study on 602 UK equity crowdfunding campaigns suggest that only costly signals increase the amount raised through crowdfunding, while the presence of costless signals produces a negative effect. However, for companies introducing radical

identity construction provides people with coherent sense of self that runs through temporal horizon of one's life. SIDT and IDT, respectively, has its advantage in understanding entrepreneurs' identity based on their belongingness to certain social categories and their assumed roles. However, these two theories do not explain well about the changes over one's life course. Narrative founder identity will make the field overcome this shortcoming by looking at entrepreneurs' identity in terms of its temporal integration of discrete social and role identities in certain points in time of their life histories.

[view paper \(if available\)](#)

A Historical Perspective on Institutions and Entrepreneurship in a Developing Country

Author: **Sebastian Aparicio**; Durham U. Business School

Author: **Juan Carlos Muñoz-Mora**; U. EAFIT

Author: **David Urbano**; U. Autonoma De Barcelona

Recognizing that both institutions and entrepreneurship may be recursively linked, we examine the relationship between these two variables in a developing country (Antioquia, Colombia) from a historical perspective. It is hypothesized that the exploitation and commercialization of gold in the 16th century explains the persistence of the influence of informal institutions (business skills and financial networks) on entrepreneurship. We test this using Probit models with instrumental variables, through 3,557 individuals from Global Entrepreneurship Monitor (2012) and gold mining historical information. Our findings suggest that informal institutions are endured mechanisms explaining entrepreneurship today, which is useful for theoretical and practical discussions.

[view paper \(if available\)](#)

How Emergencies Launched Restoring at the Military Post Office

Author: **R. Duncan M. Pelly**; McMurry U.

innovations the use of costless signals is not punished by the crowd.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

Narratives can aid entrepreneurs in articulating opportunities during emergencies. This layered account organizational autoethnography explores the restorying of “Operation Santa Claus”, a broad-based appeal to members of a military community to volunteer at the post office during the annual winter holiday mail surge. Contingencies reduced the potentiality of the future, forcing a public service entrepreneur at the military post office to revive elements of the past, present, and future to co-construct a novel narrative that reinterpreted shared values. As a result, an adhocracy was created that superseded interorganizational boundaries and empowered customers of the military post office by temporarily transforming them into co-producers. This article is targeted towards scholars of entrepreneuring, storytelling, adhocracies, and practitioners facing contingencies.

[view paper \(if available\)](#)

Experiential, Functional, Symbolic, Cost: How Firms Use Value Creation Language to Enhance Firm Value

Author: **Gaylen N Chandler**; Wichita State U.

Author: **Michael S. McLeod**; Wichita State U.

Author: **John Christian Broberg**; Wichita State U.

Value creation is a critical topic for researchers and practitioners of entrepreneurship. This study creates a unique linguistic measurement to examine how firms communicate their value proposition through language to investors and how this translates to higher degrees of firm value. Specifically, we examine four dimensions of value creation – functional, experiential, symbolic, and cost – to ascertain how each specific value increases firm value. Given the emphasis that past scholars have placed on experiential value, we also investigate how and why experiential value moderates functional, symbolic, and cost value. We demonstrate the unique relationship experiential value has with each other value, providing a theoretical framework and new methodological tool for future research.

[view paper \(if available\)](#)

ENT

Social and Sustainable Entrepreneurship (session 643)

Decentralized Institutions for Public Goods: Entrepreneurial Responses to Wildfire Risk

Author: **Devin Stein**; Syracuse U.

Author: **Maria Minniti**; Syracuse U.

We combine insights from theories of environmental and institutional entrepreneurship with the community resilience literature to investigate whether communities can create decentralized institutions to reduce losses from natural hazards that are more effective than relying on state and national government institutions. We argue that decentralized institutions emerging from local communities may be more effective in responding to a community's specific needs because of their incorporation of local knowledge. Using an original longitudinal dataset of wildfire prevention plans in Northern California, we find evidence that institutions combining local and governmental knowledge and resources can improve the provision of this public good. We suggest this has important implications for environmental entrepreneurship and the many ongoing efforts directed at creating more sustainable and responsible living.

[view paper \(if available\)](#)

Social Support Change and its Impact on New Venture Growth

Author: **Paul Steffens**; U. of Adelaide

Author: **Kim Klyver**; U. of Southern Denmark

In this study, we investigate how changes in instrumental and emotional support impacts new venture growth among nascent entrepreneurs, depending on whether the support is decreasing or increasing over time. Social support is frequently approached as a constant state, suggesting its impact is similar across time. We built on theoretical insights from helping behavior theory and social exchange theory, to theorize how social support changes have consequences for the receiver of changing support, in our context the entrepreneur and their new venture growth. Moreover, we examine the difference between instrumental and emotional support. We test our ideas on a two-wave survey of a representative sample of Danish nascent entrepreneurs, surveyed 12 months apart (n=448).

[view paper \(if available\)](#)

Risk Taking in Venture Philanthropy: The Influence of Human Capital and Gender

Author: **Luisa Alemany**; London Business School

Author: **Mariarosa Scarlata**; U. of Bergamo

Author: **Andrew Zacharakis**; Babson College

Relying on human capital and gender role congruity theory, this paper seeks to identify the extent to which the top management team's human capital affects the risk-taking orientation of impact-focused investors. We then

look at how gender moderates this relationship. We empirically ground our analysis in the context of venture philanthropy (VP) firms, a subset of the broader impact investing sector which is more hands-on and focused on funding social ventures. Relying on a combination of survey data to measure the VP firm's risk orientation, and biographical data to identify top managers' human capital, we find that neither commercial nor social human capital alone affect the risk orientation of VP investors. However, results show that gender, independently of the human capital, positively affects risk-taking when top managers are women. In the case of men, human capital plays a role. Contrary to expectations, teams with more men who have higher human capital garnered in a commercial endeavor have a lower risk-taking orientation while those with more human capital garnered in the social sector increases take higher risks. This suggests the existence of a gender bind dilemma in the social investment sector both for men and for women.

[view paper \(if available\)](#)

Do Relation-Specific Investments Pay Off? Comparing NetValue of Cross- & Within-Sector Partnerships

Author: **Christiana Weber**; Leibniz U. Hannover

Author: **Kathrin Lambrich**; Leibniz U. Hannover

Author: **Othmar Manfred Lehner**; Hanken School of Economics

Author: **James Wallace**; U. of Bradford

Interorganizational partnerships are of high strategic importance and consequentially, social enterprises are increasingly engaging in partnerships either within or across societal sectors to address complex social issues and maximize the joint value created. We challenge the dominant, albeit untested, assumption in the literature that cross-sector partnerships are more effective in creating joint value than within-sector partnerships. Based on the relational view and an analysis of data from 186 SEs and 137 partners who participate in such collaborations, our results demonstrate that cross-sector partnerships do not perform more effectively than within-sector partnerships because of the additional costs in cross-sector settings. We thus enhance the literature on cross-sector partnerships through a close examination of the actual outcome in terms of the newly established construct of net value

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

TIM

Collaboration: TIM Conversations - Collaboration, Value Creation & Partner Selection (session 209)

It Matters Where People Live: Innovative Collaborations and the Proximity of Inventors' Residences

Author: **Keith Pennington**; U. of Minnesota

Author: **J. Myles Shaver**; U. of Minnesota

We examine if geographic proximity of where knowledge workers live affects the likelihood that they collaborate on patents. We argue that the underlying mechanisms for why proximity in the workplace affects collaboration extend beyond the workplace. Therefore, we expect that residential proximity enhances workplace collaboration. We test this prediction by examining patenting outcomes and inventor residential location in the Warsaw Indiana orthopedic device cluster – a setting that provides many research design advantages. We find the likelihood of collaborating decreases 0.3% with each kilometer coworkers live apart. This effect is robust after controlling for other factors that might spuriously lead to this result. Documenting residential proximity as a novel within-firm agglomeration measure has the potential to explain different innovation outcomes between firms and across regions.

[view paper \(if available\)](#)

Filling the Gap - Firm Strategies for Human Capital Loss

Designated as a “Best Paper” for TIM

Author: **Matthias Dorner**; Institute for Employment Research

Author: **Fabian Gaessler**; Max Planck Institute for Innovation and Competition

Author: **Dietmar Harhoff**; Max Planck Institute for Innovation and Competition

Author: **Karin Hoisl**; Mannheim U.

Author: **Felix Poege**; Max Planck Institute for Innovation and Competition

This paper explores how the premature death of an inventor affects the productivity and career trajectories of co-inventors. To this end, we develop and analyze a dataset covering the careers of 152,350 German inventors. The data combine highly precise employer-employee data from official social security registers with patent office information covering the period from 1980-2014. Departing from 799 registered premature deaths of inventors and the same number of matched inventors, we study how co-inventors were affected by the death of their peers. Using a difference-in-differences and an event study design, we investigate the reaction of the co-inventors' patenting activities, career advancement and job mobility. Using a number of measures and robustness checks, our results show that the premature death of a co-inventor reduces the productivity of the surviving co-inventors. The effect sets in immediately and survivors do not seem to recover from the shock in the five years following. We argue that employers will seek to retain co-inventors under certain conditions in order to continue lines of research and invention. The empirical results confirm our expectations: surviving inventors are significantly less likely to move to a different employer and are more likely to be promoted compared to inventors in the control group. These effects seem to diminish after about two years.

[view paper \(if available\)](#)

Detrimental Collaborations in Creative Work: Evidence from Economics

Author: **Keyvan Vakili**; London Business School

Author: **Florenta Teodoridis**; California Southern U.

Author: **Michael A. Bikard**; INSEAD

Prior research on collaboration and creativity has mostly assumed that individuals choose to collaborate because collaboration positively contributes to output quality. In this paper, we argue that collaboration conceals individual contributions, and that the presence of a collaboration credit premium—when the sum of fractional credits allocated to each collaborator exceeds 100%—might motivate individuals to collaborate even when their collaboration hurts output quality. We test our argument on a sample of economists in academia. To estimate the causal effect of collaboration, we take advantage of the norm of alphabetical ordering of authors on scientific articles published in economics journals. This norm means that economists whose family name begins with a letter from the beginning of the alphabet receive systematically more credit for collaborative work than economists whose family name begins with a letter from the end of the alphabet. Using this systematic difference as an instrument for collaborative behavior, we show that economists sometimes choose to collaborate even in cases where this choice decreases output quality. Collaboration can therefore create a misalignment between the incentives of creative workers and the prospects of the project.

[view paper \(if available\)](#)

Does Culture Eat Strategy? The Antecedents of Cooperation Capability in Young ICT Firms

Author: **Tobias Kollmann**; U. of Duisburg-Essen

Author: **Christoph Stöckmann**; Seeburg Castle U.

Author: **Philipp Benedikt Jung**; U. of Duisburg-Essen

Author: **Karl Lucas Kleine-Stegemann**; U. of Duisburg-Essen

Author: **Alexander Michaelis**; U. of Duisburg-Essen

Cooperation enable young firms to access critical resources and skills that lie beyond their internal boundaries. However, to successfully create and capture value from cooperation, firms require the capability to cooperate. While empirical evidence highlights the importance of cooperation capability and its outcomes, research neglected how this dynamic capability emerges in young firms. The present study examines how the individual behavior of decision makers—innovation championing behavior—affects the cooperation capability of young firms. We introduce innovation strategy and innovation culture as the two crucial mechanisms in this relationship transforming the benefits of individual behavior into the organizational capability to cooperate. Drawing on a dataset of 283 young firms in the information and communication technology (ICT) industry, we found that innovation culture is the decisive mediator in the significant positive relationship between innovation championing behavior and firms' cooperation capability. Surprisingly, innovation strategy, does not directly affect the development of cooperation capability, but rather fosters the development of innovation culture, which in turn increases firms' capability to cooperate. We report theoretical and managerial implications emphasizing the value of innovation culture and its interplay with innovation strategy to transfer innovation championing behavior into cooperation capability in young ICT firms.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

RESEARCH

LIVE - OPEN

AAT

SIM

Theoretical Diversity: Economies of Affection and Their Implications for Management Studies (session 667)

This panel symposium brings together Indigenous and non-Indigenous scholars to address the issues of global and theoretical diversity within the Academy of Management and meaningful trans- and inter-disciplinary collaborations, through a tight focus on Indigenous philosophies of management often described as 'gift exchange' practices and economies. Among the dichotomies this symposium will recognise and address are distinctions between Indigenous and non-Indigenous economic philosophies and their researchers; methods and outputs of management studies compared to other social sciences; and the management of relationships within and beyond the Academy predicated on reciprocal exchange. Our overall premise is that what the academy usually sees as 'the anthropological study of gift economies' is a modern-day reality for Indigenous societies who maintain time-honoured protocols for managing inseparable economies and ecologies.

Asynchronous

THEME

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

AFAM

AFAM Business Meeting (session 668)

Real-time Open

MEETING

LIVE - OPEN

AFAM

AFAM Emerging Scholar Publishing Workshop (session 211)

AFAM emerging scholar workshop is aimed at early career scholars of management in Africa. Scholars from emerging contexts have often not had the opportunity to receive the training that leads to publishing in high quality management journals. Thus, they need mentorship to help them to understand the requirements of high quality research journals and developmental feedback to help them improve their scholarship. This workshop provides one-to-one developmental feedback to assist early career African and African Diaspora scholars to publish their research that has high impact. The second aim of the workshop is to increase these scholars' sense of belonging and their ability to fully participate in AOM.

Real-time Open

PDW (WORKSHOP)

DIVERSITY

INTERNATIONAL

RESEARCH

LIVE - OPEN

CM

Connect & Collaborate: How to Build and Grow Valuable Connections (session 222)

Real-time Open

DIVERSITY

INTERNATIONAL

PRACTICE

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

TLC

Case Writing Made Simple: Key Steps to Write a Great Case - Case Study Writing Part 1 (session 212)

Educators who can write effective cases have the power to: fill in worrisome voids in a teaching plan; engage students with relevant, current material; gain a competitive edge by tailoring executive education programs; develop research ideas with practitioners; and, increasingly, receive publishing credit applicable to tenure decisions. Royalty payments can also make writing best-selling cases lucrative. This dynamic, interactive session will offer practical advice on how to tackle each step of the case writing process, including: determining what kind of case to write; finding leads in the field; collecting data; writing a well-liked case and teaching note; getting the case released and tested; and publishing the case.

TLC SESSION SPONSOR



Real-time Open

LIVE - OPEN

TEACHING

SYMPOSIUM

AAT

GDO

Is it a Man's World? Senior-Level Executive Women at Work in the 21st Century (session 671)

The last several years have witnessed calls for changes and inclusive processes for women in organizations. Both the #MeToo movement and McDormand's call for an 'inclusive rider' highlight the problem of gender inequality even in senior positions. Indeed, some countries have shown evidence of an ever-growing increase in demands to raise quotas and legislate further regulations encouraging women's inclusion in companies' boards (Huse, 2005; Seierstad, Warner-Søderholm, Torchia & Huse, 2015). However, despite this rising awareness, women still face significant struggles, biases, and difficulties as they move up the ladder into senior positions. Acker (2006) argues that social and economic inequality in the United States and other industrial countries is embedded in organizations, and is evident in the daily activities of working in an organization (2006, p. 441). However, while workers in lower-level, non-management positions are more aware of this inequality, it is less prevalent in management, leadership, and supervisory roles. In the current symposium, we will discuss the difficulties women face as they advance to senior positions. The papers presented in the symposium indicate the multiple barriers and biases concerning women working in male dominated or even neutral-gender occupations. We also deliberate about the connection between women serving as board members and organizational performance, and highlight the differences in the usage of social capital between senior women and their male counterparts. Focusing on the difficulties facing women in senior professional positions, this symposium offers rich insights into the challenges women face as they move up the hierarchical corporate ladder.

Gender Bias and Attractiveness during the Evaluation of Unethical Accountants' Work Behaviors

Galit Klein; Department of Economics and Business

OB

Racial Inequality and Systemic Racism in Organizations (session 213)

Real-time Presenter

PLENARY SESSION

LIVE - PRESENTER

Administration, Ariel U.

Zeev Shtudiner; Department of Economics and Business Administration, Ariel U.

Overcoming Career Barriers for Executive Women in the Resources Sector of Western Australia

Tracy Hopkins; Curtin Business School

The Impact of Female Senior Manager Work Practices on the Stock Market: The Case of Enron

Batia Ben Hador; Ariel U. Department of Economics and Business Administration, Israel

Eyal Eckhaus; Department of Economics and Business Administration, Ariel U.

How Female and Male Directors Differentially Influence Firm Performance

Luz Elena Orozco; U. de los Andes, Colombia

VICTOR BALDRICH; School of Management, U. de los Andes

Do Men and Women in Traditionally Male-Dominated Occupations Experience Asymmetric Career Effects?

Romila Singh; U. of Wisconsin, Milwaukee

Nadya Fouad; U. of Wisconsin, Milwaukee

Xiaoxia Zhu; U. of Milwaukee-Wisconsin

MICHAEL KOZLOWSKI; School of Education, U. of Wisconsin-Milwaukee

STEPHEN WESTER; School of Education U. of Wisconsin-Milwaukee

Megha Yadav; U. of Wisconsin, Milwaukee

Lu Yu; U. of Wisconsin, Milwaukee

Asynchronous

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

TLC

Going Live: A How-To Guide for Live Business Cases - Case Study Writing Part 2 (session 214)

This session introduces the "live" business case method. This proposed session during the TLC will introduce case writers to the concept of live cases, clearly describe how they differ from traditional case writing, provide a step by step guide to creating a live case, and suggest how they are most effectively used in a classroom. Our session will cover both live cases based solely on secondary data as well as those based on proprietary data provided by a live case partner company. Writing live cases with companies provides opportunities for live case writers to tailor the case to mimic real world examples, better preparing business students for scenarios they could face upon entering the workforce. Where possible, they also provide an opportunity for individuals from the focal company to join the classroom for a real-time discussion about the current situation which enables students to receive immediate feedback about their proposed solution. Live cases also have the added benefit of providing companies with unique recruitment and selection opportunities, and providing faculty members with outreach opportunities that can enhance the reputations of their school and programs.

TLC SESSION SPONSOR



IVEY | Publishing

Real-time Open

LIVE - OPEN

PRACTICE

THEME

TEACHING

SYMPOSIUM

TLC

East Versus West: Educating Mainland Chinese Learners in Foreign Universities (session 674)

Throughout a long history, China's national culture has changed progressively with its adaptation to evolving social, cultural, and political demands. Mainland Chinese students pursuing a Western-based education are faced with cultural challenges and adaptability issues, notably in a different country with a varying proximity level of issues (Rajaram, K. 2013). In today's international business education, the major challenges are to implement appropriate instructional strategies that facilitate student education (Tan, 2011). This interactive workshop aspires to brainstorm possible solutions for some of the subquestions arising from the two primary questions, namely (1) How can professors re-think and re-design to customize their instructional techniques to effectively engage mainland Chinese learners, especially through, but not limited to technology-enhanced learning? (2) How can these efforts make the mainland Chinese students' learning more effective, comfortable, and readily-transferable, which influences their roles as future leaders and managers? (3) What are the changes from the mainland Chinese students' classroom behaviors and study patterns over the years and their influences on the adoption of appropriate and effective instructional techniques? The workshop is committed in discussing and brainstorming ideas and suggestions to create exemplary learning design and creation approaches. Moreover, the implications for the future competences profile and know-how for teachers dealing with these rising number of mainland Chinese learners would be discussed.

TLC SESSION SPONSOR



Asynchronous

TLC

Ensuring the Development of Proposed Competencies Using Bloom's Taxonomy (session 673)

The presentation will focus on the planning of educational objectives, instructional activities, assessments, and their alignment to develop competencies in the students using Bloom's taxonomy. We plan to do short lectures and present examples followed by hands-on work by the attendees

TLC SESSION SPONSOR



Real-time Open

LIVE - OPEN

PRACTICE

TEACHING

SYMPOSIUM

TLC

The Core Undergraduate Business Curriculum: Attempts to Turn a Large Ship (session 672)

Core undergraduate business curriculum are faced with the need to evolve as the demands of competing stakeholders change. A large R2 public university's business school took on this task through a cross disciplinary committee. The process that the committee engaged in as well as its results set the stage for an interactive session focused on attendees sharing lessons learned, both successful and unsuccessful.

TLC SESSION SPONSOR



Asynchronous

TEACHING

THEME

SYMPOSIUM

ASYNCHRONOUS

TLC

Using Improvisation and "Yes, and" to Impact Teaching and Student Outcomes (session 675)

The purpose of this symposium is to introduce participants to improvisational techniques they can use in the classroom, both in teaching practice and as instructional tools. Improv is a fundamental skill leaders need to communicate, negotiate, and make decisions in a crisis. Additionally, improv can help teachers improve their style of delivery and responsiveness to students in the classroom. Participants will be introduced to improv games in a hands on experiential session, and a discussion will be facilitated on resources available for them to implement, as well as the ways in which improv can help student learning and skills needed to be successful managers and leaders.

TLC SESSION SPONSOR



Asynchronous

TEACHING

THEME

SYMPOSIUM

ASYNCHRONOUS

14:00 EDT - 17:00 EDT

Sunday, 9 August

CM

CM Executive Team Meeting (session 677)

By invitation only

Asynchronous

MEETING

ASYNCHRONOUS

CMS

ONE

RM

SIM

Broadening our Sight: Learning and Honoring Indigenous Worldviews (session 217)

This PDW seeks to bring together Indigenous and non-Indigenous scholars who are interested in understanding and advancing research and methods that respect, acknowledge and honor Indigenous Peoples' cultures, values, worldviews and knowledge. According to Hall and Patrinos, there are approximately 300 million Indigenous Peoples worldwide who represent distinct communities whose lives, livelihoods, identities, and cultures are inextricably linked to the land on which they live and the natural resources on which they depend (Hall & Patrinos, 2012). Dispossession from their land and restriction of access to natural resources as a result of colonization have brought not only economic impoverishment, but also a loss of identity which threatens Indigenous Peoples' cultural and spiritual survival. European institutional frameworks, philosophy, historical assumptions, paradigms of scholarship, and ways of knowing have tended to dominate our research and may have blinded us – hence the need to broaden our sight – to Indigenous knowledge, teachings, science and worldviews that can advance scholarship and knowledge. This PDW seeks to explore how this can be done with the mentorship of leading Indigenous scholars.

Real-time Open

- DIVERSITY
- INTERNATIONAL
- PRACTICE
- RESEARCH
- THEME
- PDW (WORKSHOP)
- LIVE - OPEN

OB

OCIS

OMT

Broadening our Sight Through Social Media (Data) in Organization and Management Studies (session 215)

The use of social media about and within organizations has exploded and impacted on various organizational processes of interest to scholars across the Academy of Management, including organization theory, innovation management, collective organizing, external evaluations of organizations, and communications and management within organizations. With this PDW we engage leading social media scholars to lead discussions about new theories and new data sources to energize research about social media as a socio-material phenomenon and its implications for organization and management studies. In a first step, two presenters will map out how researchers can explore research questions that challenge current theories in organization and management studies, thereby paying particular attention to the use of social media as a data source to explore these questions. Subsequently, participants are encouraged to engage with expert facilitators to discuss their own research questions, research designs, and their theoretical frameworks. In a final step, two presenters will discuss methodological issues when conducting research with social media data. In sum, the PDW will consist of two sets of input talks by leading scholars in the field and a collaborative workshop setting, where participants discuss their research projects with facilitators in small groups.

Real-time Open

- LIVE - OPEN
- PDW (WORKSHOP)
- RESEARCH
- THEME

RM

OMT

SAP

MH

SIM

Ask the Experts: Qualitative Research (session 216)

In this workshop, we will use the metaphor of cooking to describe the act of qualitative research. The metaphor is apt on several counts. First, like the labor of cooking, qualitative research is often "feminized" in the management academy. Unlike the more valorized research methods that use quantitative data, qualitative methods are often consigned to the periphery of academic research (though this is rapidly changing!). Second, quite like cooking, qualitative research requires a lot of thought, initial preparation, improvisation, and waiting for diverse elements to mix. Also, just like a meal, the acceptance and appreciation of qualitative research often depends on the style in which it is presented. In the proposed session, we will have five participants discussing various types and aspects of qualitative research. The methodologies they will cover include ethnography, grounded theory, process analysis, case studies, and historical inquiry. Moreover, they will provide insights on pre- fieldwork aspects of the qualitative research process including philosophical conundrums associated with inquiry ("Preparing the ingredients"), as well as the actual act of fieldwork ("Lighting the fire"). Time will also be set aside to discuss the act of data analysis, and making sense of qualitative data ("Simmer and stew"), as well as the publication of papers based on qualitative research ("Setting the table"). The workshop also attempts to relate to the theme of the 2020 meetings, by discussing how qualitative research can be employed in broadening our sight.

Real-time Open

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

14:00 EDT - 15:30 EDT

Sunday, 9 August

TIM

TIM Distinguished Scholar Keynote (session 218)

Real-time Open

SOCIAL EVENT

LIVE - OPEN

TLC

Real-World Learning/Working Opportunities for Students Through Innovative Community-Based Projects - Real-life Cases/Consultancy Part 1 (session 219)

In this TLC we discuss course projects that can be used to stimulate the academic and professional development of students. These projects are designed to engage students with real-life community outreach initiatives, with both for-profit and non-profit organizations (NPOs). The projects work especially well with courses delivered in Online and Hybrid Course formats. For students unable to perform or obtain Internships, these projects offer exposure to the real-world business community and real-life work experience.

TLC SESSION SPONSOR



Real-time Open

LIVE - OPEN

THEME

SYMPOSIUM

MOC

Aesthetics, Dialectical Tensions, and Creativity (session 686)

Organizational Aesthetics and Creative Outputs

Author: Daniela Petrovski; York U., Toronto

Artifacts as part of the organizational aesthetics have been more often studied as a 'communication tool' that elicit emotions, meanings, goals, and values to employees and rarely as an impact on creativity. Although researchers have explored the idea that organizational artifacts can affect employees' creativity, very little is known about how and why it works and the underlying mechanisms of it. Drawing on the frameworks of Rafaeli & Vilnai-Yavetz's, (2004a) description of artifacts characteristics and Shimamura's (2012) I-SKE model, this article has proposed a theoretical model explaining the mechanisms through which visual artifacts at work create an aesthetic experience for employees that in turn influences creative ideas. The model takes into consideration the conditions of creative leadership and creative role identity. In addition, the article adds to the literature of creativity and organizational aesthetics by pointing out the underlying mechanisms that connects these two areas.

[view paper \(if available\)](#)

How Idea Representations Shape Feedback in Creative Revision Processes (WITHDRAWN)

Author: Thomas Cyron; Jönköping International Business School

Many creative workers use different types of representations such as verbal accounts, text, presentations, or prototypes, to obtain feedback on their ideas from different audiences. Yet, the related literature has mostly focused on the evolution of a single idea representation. I present a longitudinal multiple-case study of new venture ideation to fix this omission and account for the diversity of idea representations in creative revision processes. Insights from design theory allow me to differentiate feedback interactions based on characteristics of

CAR

Career Trajectories and Mobility (session 678)

Exploring the Universities' Graduates Job Mobility: Waged-Job vs. Self- Employment

Author: Azzurra Meoli; U. of Bologna

Author: Riccardo Fini; U. of Bologna

Author: Maurizio Sobrero; U. of Bologna

In this study, we explore the relation between graduates' mobility and employment choices. We distinguish between two mobility categories, onward migrants who move from the region of study to another region and return migrants, who return to their home region. Then, we analyze to what extent and how the mobility and the employment choices are related. Using a dataset of Italian graduates entering the labor market, we found that graduates with a mobility history are more likely to move, and universities exert an essential role in retaining graduates after graduation. When looking at the relation existing between migration and employment choices, we observe that universities with stable industrial relations and a critical reputation are more able to retain graduates self-employed.

[view paper \(if available\)](#)

Staying and Engaging in Work Against the Odds: Investigating Corporate Stockholm Syndrome

Author: Heidi Wechtler; U. of Newcastle

Author: Alexei Koveshnikov; Aalto U.

Author: Cecile Dejoux; Cnam U.

While empirical research on toxic workplace is growing, little is known about why employees stay and even engage in their work in such hostile environments. This phenomenon has been called Corporate Stockholm Syndrome referring to employees who identify themselves with or remain loyal to hostile supervisors and organizations. With almost no extant research on the topic, in this study, we specifically focus on employees in such toxic workplaces where they are subjected to either

underlying idea representations, as well as to point out associated benefits and risks in relation to creativity.

[view paper \(if available\)](#)

Make it Work: The Importance of Usefulness and Appropriateness for Creativity

Author: **Sarah Harvey**; UCL School of Management

Author: **Matthew A. Cronin**; George Mason U.

Creative products are characterized as novel and useful or appropriate. Of these components, novelty has the most prominent status in creativity research. Novelty tends to be what distinguishes creative ideas from ideas that are non-creative but still valuable (i.e., useful and appropriate), and the capacity to produce novelty is often how the creative process and creative aptitude are conceptualized. In contrast, usefulness and appropriateness are often treated as exogenous or marginal to creativity. As a result, our understanding of how usefulness and appropriateness relate to novelty and overall creativity is under-developed. In this research, we therefore explore how usefulness and appropriateness relate to novelty in experts' judgments of and the practices of creators in two settings where creativity is at a premium—fashion and art. Our qualitative, inductive study reveals that usefulness and appropriateness are central to judgments of creativity even in these high novelty domains, whereas novelty may be over-valued. We further observed that novelty, usefulness, and appropriateness existed in dialectic tension with one another and that in the production of outputs judged to be creative by experts, creators navigated that tension such that one dimension emerged from the other; that is, novelty emerged from usefulness or vice versa. Our study shows that creativity research may have overvalued novelty while ignoring the importance of usefulness and appropriateness and suggests that the concept of creativity should embrace a balance between the dimensions.

[view paper \(if available\)](#)

Ambidexterity & Collective Cognitive Dissonance: How Team Characteristics Promote Innovation

abusive or authoritarian leadership, organizational over-centralization, burnout, or excessively long working hours and use a comparative qualitative analysis to examine how three sets of factors associated with leader and organizational identification, career self-management and overqualification, power distance and tenure help to explain these employees' retention and work engagement. Our findings illuminate the important role of time and organizational identification in these processes and identify several cases of employees' "Corporate Stockholm Syndrome-like" behaviors.

[view paper \(if available\)](#)

Time to Say Goodbye? Factors Affecting Self-Initiated Expatriates' Decision to Remain in China

Author: **Milad Jannesari**; School of Business, Zhejiang U. City College

Author: **Sherry E. Sullivan**; Bowling Green State U.

Self-initiated expatriates (SIEs), who generally lack the same level of support as company assigned expatriates, typically experience high levels of stress while working in host countries. The purpose of this study is to examine how challenge and hindrance stressors may influence SIEs' intent to remain in China as well as the possible influence of emotional resilience and cultural novelty upon these relationships. Data were collected by surveying 249 SIEs working in China. As hypothesized, hindrance stressors were negatively related to the SIEs' intent to remain in China and this relationship was mediated by emotional resilience. Cultural novelty moderated the mediated effects of hindrance stressors on intent to remain as transmitted through emotional resilience. Contrary to expectations, however, challenge stressors were not related to intent to remain. These findings contribute to research on the careers of SIEs as this is the first study to examine how emotional resilience may mediate the relationship between stressors and SIEs' intent to remain. The findings also contribute to research on stressors as most of the prior research has focused on the negative outcomes of work stressors (i.e., hindrance stressors), with relatively few studies testing the possible positive effects of work stressors (i.e.,

Author: **Alaka N. Rao**; San Jose State U.
Author: **Elisa Mattarelli**; San Jose State U.

We examine how employees and teams deal with the conflicting goals of innovation and productivity inherent in the concept of ambidexterity. Despite the fact that much of the innovative work in today's organizations is carried out by employees in teams, very little empirical research has been done on organizational ambidexterity at a more micro-level. Our grounded model, based on a qualitative data collection in an IT multinational organization, reveals how individuals collectively shared an uncomfortable state of cognitive dissonance related to the perceived mismatch between i) the pressure from top managers towards becoming more innovative and ii) their everyday work oriented towards productivity and driven by standard processes. Collective cognitive dissonance was solved by individuals in different ways. Some employees worked to become more innovative, thus contributing to organizational ambidexterity. Others, however, enacted conservative responses, either rationalizing the inconsistency by re-interpreting what they were doing as innovative or changing their attitudes by seeing the company as not innovative. Different responses were contingent on the characteristics of the teams individuals were part of, i.e. managerial support, psychological safety, and boundary permeability. Our findings have implications for the study of microfoundations of ambidexterity and collective cognitive dissonance processes.

view paper (if available)

Can Stereotypes Be Facilitators? Dynamic Stereotype Use in Knowledge Exchanges Across Occupations

Author: **Paula Ungureanu**; U. of Modena and Reggio Emilia

Author: **Fabiola Bertolotti**; U. of Modena and Reggio Emilia

This study investigates how inter-occupational stereotypes -i.e., readily available occupational images used by individuals to define selves and members of other occupations- shape knowledge exchanges across occupations. To investigate how occupational members alternate between sharing

challenge stressors) on career outcomes.

view paper (if available)

Chance Events in Executives' Careers: Positive & Negative Events, Expected & Unexpected Outcomes

Author: **Celine Legrand**; Audencia Nantes School of Management

Author: **Christine Naschberger**; Audencia Nantes School of Management

Author: **Yehuda Baruch**; Southampton Business School, U. of Southampton

Author: **Nikos Bozionelos**; EMLYON Business School

We study chance events and their impact on the careers of executives. Current literature focuses on factors that explain career success, but mostly ignores the role of chance events and the way they are perceived and utilized by individuals. The literature does not distinguish between different combinations of chance events and their outcomes. We employ a mixed method research design with responses from 682 executives. More than 60% had experienced a significant chance event that influenced their career. While the majority (nearly 75%) reported positive events that led to positive career outcomes, substantial numbers reported other scenarios of event-impact cases. Qualitative analysis revealed specific attributes of the four-quadrants framework, whereas quantitative analysis compared the groups regarding career-related constructs and psychological characteristics. Significant and substantial differences across the groups were identified, some of them counterintuitive. In general, those who reported a chance event and those who had experienced the negative event/positive impact scenario scored highest in career-related factors and psychological capital. We discuss implications, such as the need for resilience in both individuals and organizations, to help people overcome negative chance events. Our study makes a unique and original contribution to the literature by uncovering the role of chance events in careers.

view paper (if available)

and non-sharing knowledge during interaction in contexts characterized by multiple boundary spanning, temporariness and absence of pre-existent structures, we conducted an in-depth study about the use of the knower-doer stereotype in a corporate program where academics and practitioners exchanged knowledge about innovation management. Our findings show that stereotypes are used differently across collaboration stages and leading to different knowledge exchange strategies. Anticipatory scripts that include a) inter-occupational stereotypes and b) complementary proposals of knowledge exchange are used to reduce exchange anxiety in the first stages of the collaboration. However, since anticipatory scripts are often self-referential, they trigger the reactive behaviors of those being stereotyped (reactive scripts). Provisional scripts then allow exchange parties to face reactive scripts by switching expertise and circling self and alter stereotypes in search of a mutually acceptable compromise. By showing the flexible and generative role that stereotypes can have in inter-occupational knowledge exchanges, we contribute to the literature on cross-occupational boundary work and to inter-group stereotypes more broadly.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

DISCUSSION PAPER SESSION

Work-Family Integration and Segmentation in the Gig Economy: Airbnb Hosts' Challenges and Strategies

Author: **Suzanne C. De Janasz**; George Mason U.
Author: **Sowon Kim**; Ecole hôtelière de Lausanne, HES-SO / U. of Applied Science Western Switzerland
Author: **Joy Schneer**; Rider U.
Author: **Nicholas J. Beutell**; Iona College - LaPenta School of Business
Author: **Carol Wong**; George Mason U.

This paper examines the work-family experiences of Airbnb hosts who represent a large and growing number of 'gig' workers (approaching 700,000 Airbnb hosts worldwide). Data were collected from a sample of Airbnb hosts (N = 181) using Qualtrics. We examined the relationships between preference for segmentation/integration in relation to major study variables including work-family interference, satisfaction with Airbnb, intention to stay with Airbnb, and life satisfaction. While Airbnb hosts have autonomy, flexibility, and discretion in their Airbnb roles, maintaining boundaries (physical and psychological), coping with isolation, and social support needs may affect work- family relationships. Findings indicated that overall, higher work- family conflict (both WIF and FIW) was associated with lower job satisfaction, lower life satisfaction, and lower intent to stay. In addition to direct effects we also found indirect effects: both WIF and FIW mediated the relationship between segmentation preference and job satisfaction, life satisfaction, as well as intention to stay with Airbnb. Taken together, the findings suggest that work-family conflict needs to be re-examined in light of the unique demands associated with the gig economy. This study breaks new ground by studying the work-family lives of Airbnb hosts, with important consequences for individuals, families, guests, and communities. Implications of these findings are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

GDO

Gender Effects (session 682)

HR

HR and Employee Outcomes (session

The Ideal-Worker Myth: The Consequences of Self-Disclosure for Newcomers' Onboarding Outcomes

Author: **Aliasghar Bahoo Torodi**; Alma Mater Studiorum U. di Bologna

Author: **Marcello Russo**; Kedge Business School

Author: **Gabriele Morandin**; U. of Bologna

While the prevailing organizational culture continues to rely upon conservative ideologies (e.g. ideal-worker or work devotion scheme), we witness an increasing number of employees who strive to manage personal-professional boundaries in order to fulfill their different roles and aspirations. In this study, we explore the consequences of self-disclosure – i.e. behaviors that signal deviation from the ideal worker norm – for newcomers' onboarding outcomes. Building on the signaling theory and the stereotype content model, we argue that newcomers' behaviors that signal deviation from the ideal worker image negatively influence the supervisors' perception of newcomers' task mastery via stereotype of competence. However, self-disclosure during the socialization process enhances perception of newcomers' warmth and in turn social adjustment. Finally, we argue that newcomers' gender and past employment experiences moderate these relationships such that the consequences of self-disclosure are stronger for males and neophyte workers than the others. We test our hypotheses in three different studies. Our results contribute to the personal-professional boundary and organizational socialization literatures.

[view paper \(if available\)](#)

The Impact of Gender Diversity in Public Decision-Making: Evidence from a Local Chinese Government (WITHDRAWN)

Author: **Zhixing Xu**; Business School, Beijing Normal U.

Author: **Yangchuan Teng**; Business School, Beijing Normal U.

What are the consequences of having a female leader for policy and political outcomes? This study investigates the impact of women on policy outcomes at the local levels of government in China.

683)

Downsizing and Affective Organisational Commitment: A Contextual Proximity Perspective

Author: **Susel Arzuaga**; Lincoln Business School, Lincoln U., Lincoln, UK

This paper investigates the differential effect of various types of downsizing on employee commitment. While the literature on downsizing suggests that workforce reductions have a negative impact on employee commitment, knowledge of downsizing is limited by the undifferentiated ways in which various downsizing activities are usually approached. Moreover, there has been insufficient research looking at the different responses of survivors and victims of downsizing. This empirical study analyses the effects of four downsizing methods - layoffs, closure of units, divestment and voluntary redundancies- on employee commitment and explores differences on commitment outcomes depending on employees' degree of exposure to a downsizing event. Using downsizing announcements between 2007-2010 and questionnaires, two distinct families of downsizing methods were identified. Layoffs and closure of units have a negative effect on commitment while voluntary redundancies and divestment have positive relationships. Employee proximity to the downsizing event accounts for significant differences on commitment outcomes. Studying downsizing in a differentiated way shows that assuming that all downsizing is detrimental to commitment is inadequate. I discuss the theoretical and practical implications of a more nuanced approach to downsizing.

[view paper \(if available\)](#)

Unfurling the Turnover Behaviours of Emirati Professionals (WITHDRAWING)

Author: **Maryam Raji**; PhD Student at U. of Melbourne

Scholars have devoted considerable attention to why employees quit their jobs with comparably less attention paid to how workers enact the decision processes that culminate in job exits. This paper contributes a study of the quitting behaviours of

We investigated the impacts resulting from women who served as CCP (Chinese Communist Party) secretaries or government mayors on local economic and social development. By matching municipal economic performance, government financial expenditure, and demographic data from the period between 2000 and 2010 in China, the results suggest that gender diversity not only ensures better economic growth, which was indexed by high GDP and per capita GDP development, but also ensures more balanced and welfare-oriented development, as measured by higher expenditure on social security and employment.

[view paper \(if available\)](#)

Moral Foundations, Himpathy, and Attitudes Toward Sexual Misconduct Claims

Author: **Samantha Dodson**; U. of Utah, David Eccles School of Business

Author: **Rachael Goodwin**; U. of Utah

Author: **Michelle Katherine Chambers**; U. of Utah, David Eccles School of Business

Author: **Jesse Graham**; U. of Utah, David Eccles School of Business

Author: **Kristina Diekmann**; U. of Utah

Since the #MeToo movement began, women are increasingly coming forward to report experiences of sexual misconduct in a number of organizations and industries, generating renewed attention to the issue of sexual misconduct in the workplace. Despite seemingly positive social and organizational changes taking place, many victims still experience negative repercussions for making allegations of sexual misconduct. We address this issue by investigating the influence of himpathy (Manne, 2017) — moral feelings of sympathy toward alleged male perpetrators and, we argue, anger toward the accusing female victims — on observers' judgments of those victims who report sexual misconduct. Across four studies, employing both real-world contexts and organizational vignettes which depict an accusing female victim's sexual misconduct allegations and an alleged male perpetrator's subsequent denial, higher endorsement of binding moral foundations, or values associated with restraining behavior that weakens groups, predicted increased blame and responsibility attributed to the

Emirati professionals to the turnover literature. Data from interviews with working Emirati professionals in the United Arab Emirates are subjected to qualitative thematic analysis using Lee and Mitchell's unfolding model of voluntary employee turnover as the primary source of themes. The data sample included participants who had left or intended to leave and others who had decided to remain with their employers. In general, the unfolding model provided a useful conceptual lens for showcasing how turnover occurs among Emirati professionals. The study highlights misspecifications of decision paths and provides suggestions for future applications of the unfolding model. This study responds to calls to extend management research to understudied regions of the world. Implications for theory and management practice are discussed.

[view paper \(if available\)](#)

Employees' Emotional Intelligence, Attitude Toward Change and Service Creative Performance

Author: **Qi Lei**; Shandong U. of Finance and Economics

Author: **Bing Liu**; Shandong U.

Author: **Fengyu Li**; Shandong U.

Purpose – Recently emotional intelligence has been posited a main source of competitive advantages for firms. As there is little research investigating emotional intelligence and its influence on employee innovative performance in service. The purpose of this study aims to investigate how, why, and when emotional intelligence contributes to employees' service creative performance. **Design/methodology/approach** – In this research, 295 customer- contacted employees from 36 star-hotels in China were randomly selected as participants. The proposed relationships were analyzed by regression, bootstrapping methods, and cross-level analysis with Mplus 7.4. **Findings** – The results confirm emotional intelligence positively predicts employees' service creative performance, and this effect is mediated by employees' attitude toward change. Furthermore, firm's service-oriented HRM practices strengthen the positive effects of emotional intelligence on employees' attitudes toward change and service creative performance. **Practical implications** – This study posits that emotional intelligence is a key element allowing

accusing victim. Anger toward the accusing victim of sexual misconduct and sympathy for the alleged perpetrator mediated the relationship between binding moral values and victim judgments (Studies 2-3). Importantly, these emotions were associated with a decreased willingness to hire the accusing victim and increased willingness to hire the alleged perpetrator (Study 3).

[view paper \(if available\)](#)

The Gender Gap in Bank Credit Access

Author: **Ricardo Gimeno**; Banco de España

Author: **Ruth Mateos De Cabo**; U. CEU San Pablo

Author: **Pablo De Andrés**; U. Autónoma de Madrid

We use a sample of over 80,000 Spanish companies started by a sole entrepreneur between 2004 and 2014, and distinguish between male and female entrepreneurs demand for credit, credit approval ratio, and credit performance. We find that female entrepreneurs who start a business are less likely to ask for a loan. Of the female entrepreneurs requesting a credit, the probability of obtaining one in the founding year is significantly lower than their male peers in the same industry. This lower credit access disappears over the subsequent years, once the company has a track record of profits and losses. We also observe that women-led companies that receive a loan in the founding year are less likely to default as compared to men-led companies. This superior performance disappears for subsequent years, coinciding with the disappearance of the lower credit access. Taking all these results together, we rule out both taste-based discrimination and statistical discrimination in the credit industry, and point to the possible presence of double standards which might be a consequence of implicit (unconscious) discrimination.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

individuals to channel the necessary attitude toward change and facilitating service creative performance in service organizations. Thus, service settings should pay attention to develop their employees' emotional intelligence competencies. Organizations should also pay attention to their human resource practices, the implementation of service-oriented human resource practices can help stimulate customer-contacted employees' positive attitude toward change and service creative performance. Originality/value – The current study is the first to show that employees' attitude toward change mediates and service-oriented HRM practices moderates the relationship between emotional intelligence and service creative performance. The present study marks the confluence between emotional intelligence and customer-contacted employee's service creative performance research streams and provides a moderated mediation mechanism to shed light on such a relationship in the hospitality context. Keywords Emotional intelligence, Service creative performance, Attitudes toward change, Service-oriented HRM practices

[view paper \(if available\)](#)

Never Change a Running System – What Worked for Personnel Selection Works for Promotion

Author: **Hannah Dekker**; HR Diagnostics

Author: **Stefan Remke**; Saxonian Police

Author: **Maik Spengler**; HR Diagnostics

The economic utility of a diligent use of valid personnel selection methods for hiring and promoting decisions is highly recognized across organizations and industries. Meta-analytical results support the fact that General Mental Ability (GMA) tests and Situational Judgment Tests (SJT) explain unique variance in typical criterion measures of selection and promotion processes (i.e. job performance). In this connection, job analysis often leads to the assessment of similar job requirements for selection and promotion decisions, fostering the idea of using the same tools for selection and promotion. However, little is known about how their repetitive usage affects the predictive validity of proven test concepts. After being selected with similar GMA tests (numeric reasoning, verbal reasoning, logical reasoning) and an SJT several years earlier, the current study examines the

IM

HR & Cross-Cultural Management in an International Context (session 684)

Diversity Management During the Internationalization Process for Early Internationalizing Firms

Author: Angélique Breuillot; U. Savoie Mont Blanc - IREGE

An important body of literature has focused on the antecedents of the internationalization process for early internationalizing firms (EIFs) and few studies unraveled the potential role of human resource diversity. Drawing on diversity management literature and developing its argument with insights of the resource-based view, this study explores the role of human resource diversity management during the EIFs internationalization process. This exploratory qualitative study analyzed the internationalization process of eight French EIFs at different phases of the internationalization process and adopting different diversity management perspectives. Findings show that human resource diversity can become a strategic, ordinary or negative resource depending on the way it is managed. Three perspectives of diversity management and their contrasting effects are therefore discussed. Finally, this study highlights the importance of a transition phase between the entry to the post-entry phase during internationalization process for EIFs, especially when considering human

predictive validity of the given test formats for a leadership promotion program within a police department. 119 police officers and executives participated in the study. Results show incremental validity of the SJT above the three different test dimensions of GMA. These robust validities for the parallel test formats should urge decision makers to invest in specific item pools and proven test concepts to maximize utility in HR processes.

view paper (if available)

Asynchronous

ASYNCHRONOUS

DISCUSSION PAPER SESSION

RESEARCH

MED

Discussions in Management Education 2 (session 685)

From Flattery to Threats - The Effects of Student Influence Tactics on Faculty Well-Being

Author: Tiffany Maldonado; Sam Houston State U.
Author: Carliss D. Miller; Sam Houston State U.

Professors are all too familiar with the various ways students attempt to influence them in order to obtain favorable academic outcomes. After numerous conversations and first-hand evidence exploring faculty members experiences of stress in academia, we have found that some faculty members experience a higher quantity and/or more aggressive student influence tactics than others. We have found that a potential reason for this is based on the social distance and similarity (or lack of similarity) in the professor-student dyad. Our essay outlines why these influence tactics often adversely affect faculty well-being, moderators to this relationship, and protective strategies against the negative effects of such influence tactics.

view paper (if available)

Teaching Reflective Practice from within Classroom Experience: Implications to Faculty Development

Author: Rasha Goumaa; Lecturer

resource diversity.

[view paper \(if available\)](#)

Internationalization in the Digital Age: The Role of Cultural Distance and Industry Dynamism

Author: **Camillo Werdich**; U. of St. Gallen

Author: **Winfried Ruigrok**; U. of St. Gallen

Author: **Dimitrios Georgakakis**; U. of St. Gallen

This study examines the impact of information and communication technologies (ICT) on the degree of internationalization by focusing on multinational enterprises (MNEs). We argue that ICT helps MNEs to reduce internally as well as externally transaction costs in an international context, resulting in a higher degree of internationalization. We further argue that the positive impact becomes more pronounced under the condition of high cultural distance and a high level of industry dynamism. Our empirical results are strongly congruent with our hypotheses. We used a panel dataset from four major European countries, consisting of 567 firm year observations from 2011-2017. Overall, our study contributes to the emerging research stream about internationalization in the digital age. It shows that ICT acts as a filter for uncertainty ex-post and ex-ante in the internationalization process.

[view paper \(if available\)](#)

Not All Returnees Make a Difference: The Impact of Returnees from Target Country on EMNE CBAs

Author: **Zaiyang Xie**; Nankai U.

Author: **Liang Wang**; U. of San Francisco

Author: **Ma Zicheng**; Lingnan U. / Sun Yat-sen U.

The existing literature has posited that returnees, as a scarce resource in the past, can provide an advantage for emerging market multinational enterprises (EMNEs) as they expand internationally by providing the much-needed knowledge of and connections to foreign markets. As returnees increasingly tend to become a commodity in emerging markets (e.g., China), however, their value risks being diminished, as evidenced by the mixed empirical results on the performance implication of

Over the last few decades, reflective practice has flourished throughout various fields of professional practice and education. Business schools have assumed the responsibility of promoting reflective practice among its students and educators. Using stage-based models, reflective practice appears to be applied instrumentally and unproblematically, and in a way that leaves little space to be struck or moved to change ways of talking and acting. In this paper, I present an argument against this structured method of teaching and propose an alternative approach that aims at providing opportunities to co-construct understanding of what a reflective practice is from within classroom experience and in absence of a direct use of theory. This approach employs a learning-by-doing ethos. The paper is also about my experience in becoming a reflective teacher practitioner, breaking away from familiar, structured teaching to unfamiliar, less structured one. I discuss implications to faculty development and transformative learning based on my experience, problematizing the lack of a safe space and emotional support in institution-wide support initiatives that are dominated by performativity and teaching excellence measures.

[view paper \(if available\)](#)

Making Strategy Valuable to Undergraduate Students

Author: **Duncan Duke**; Ithaca College

This paper examines the most common methods used to teach strategic management to undergraduate business school students. It raises questions about the overly broad scope of strategy textbooks, the limitations of the case method within undergraduate contexts, and the non-optimal use of business simulations. Three principles are presented to guide the development of strategic management courses that provide true value to undergraduate students: (1) prioritize depth over breadth, (2) supervised practice, and (3) tailored cases.

[view paper \(if available\)](#)

returnees. Our study of cross-border acquisitions (CBAs) by Chinese MNEs (2008-2017) revealed that only returnees from the same country in which a Chinese acquisition is targeted facilitate the completion of such an acquisition, whereas returnees from other countries fail to make any difference. The positive effect of returnees from target country is weaker when the firm has accumulated international capability while it is stronger for the firm investing in a target country with a weak institutional framework. The findings suggest that as returnees become a commodity, their value to EMNEs can no longer be taken for granted. To make the best use of returnees as a key resource, EMNEs should be careful to deploy this resource where it is most needed.

[view paper \(if available\)](#)

Expatriates in China: Experiential Learning, Cultural Intelligence, and Expatriate Effectiveness

Author: **Ming Li**; U. of Liverpool

Author: **Jinglin Jiang**; jinglin

Cultural intelligence (CQ) is believed to be an important quality for expatriates and international managers. To understand how this quality can be developed from international experience, the present study employs experiential learning theory to discover how cultural distance and learning flexibility contribute to the development of CQ in expatriates in China, and consequently their effectiveness in China. Analyses of data collected from 175 expatriates in China indicated that there is a positive relationship between cultural distance and CQ, and an inverted U-shape relationship between learning flexibility and CQ. CQ positively influence expatriates' job performance via expatriate adjustment. The results advance our knowledge on the role of experiential learning in expatriates' abilities and effectiveness, specifically in a Chinese context. Implications for the selection and development of expatriates are also discussed. Keywords: Cultural Intelligence, Experiential Learning, Learning Flexibility, Cultural Distance, Expatriate Effectiveness

[view paper \(if available\)](#)

Mingling Rigor and Relevance: The Development of Hybrid Research Systems in Two Business Schools

Author: **Thomaz Wood**; FGV-EAESP

Author: **Renato Souza**; FGV-EAESP

Author: **Edvalter Holz**; Insper Institute of Education and Research

We expand upon previous discussions about knowledge production modes commonly associated with the rigor versus relevance debate and the quest for the social impact of management research. Management scholars have discussed this matter for decades, but the literature lacks accounts of, and reflections upon, practical experiences. We address this gap by reporting on the findings of two inductive, interpretive case studies of the development of hybrid research systems in two business schools that are leaders in their countries. We examine the process by which such systems developed with different configurations, as well as the current challenges. Our contribution is twofold: first, we advance the literature on knowledge production modes by shifting the debate from dichotomization to hybridization; second, we present and discuss two different models that might help business schools aiming to (re)orient their research towards the production of knowledge that is rigorous and relevant to management practice.

[view paper \(if available\)](#)

Asynchronous

TEACHING

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

Mixed Method Study of International Students' Cross-Cultural Adjustment and Assignment Satisfaction

Author: **Iuliia Muzychenko**; Harbin Institute of Technology

Emotional stability and sense of coherence are both predictors of global quality of life, general life perception, psychological and physiological health. However, previous studies found those two concepts to overlap and called for researchers to find more well-defined borders and study them in different contexts together. The present study addresses this issue using a complex mixed-method approach. The conceptual framework was pretested including relationships between defined variables through the interviews conducted with 21 international students. The variables were then measured via a quantitative survey and 214 data rows obtained constituted the basis for the final statistical analysis. Drawing on the qualitative findings, study participants found emotional stability and sense of coherence as both enhancing cross-cultural adjustment process and influencing assignment satisfaction. Later, the latter two were quantitatively assessed in terms of moderating role of cross-cultural motivation. Complementary qualitative information not only supported the study hypotheses but also brought a certain degree of subjectiveness in the findings. Thus, it has illustrated how important these qualities for the acculturation are and how they can influence the assignment satisfaction, the key HEI performance criterion.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

MSR

MSR Discussion Paper Sessions (session 687)

A collection of conceptual and empirical studies related to MSR topics for discussion.

A Buddhist Approach to Paradox

OCIS

Communication, Technology, and Organizing (session 688)

Defining the Term Knowledge Worker: Toward Improved Ontology and Operationalization

Author: José Osvaldo De Sordi; Centro U. Campo

Author: **Hee-Chan Song**; Sasin Graduate Institute of Business Administration, Chulalongkorn U.

Author: **Pratima Bansal**; U. of Western Ontario

Paradox theory generally takes a Daoist approach. It argues that contradicting elements of tensions must be identified and cognitively or structurally separated so as to make the tensions paradoxical. Then, connections between the two sides of the tensions are made. However, there is a different approach to paradox that has been largely overlooked by paradox theorists – specifically a Buddhist approach. Drawing on three-month ethnography of a Korean Buddhist temple, we investigated how Buddhist monks deal with tensions. Living and working closely with monks and drawing on Buddhist literature, we found that through years of meditation practice, Buddhist monks tried not to identify and label tensions by focusing on the boundaries that create them, but rather deconstructed the boundaries. Buddhism seeks to remove the conflicts related to the boundaries that inadvertently and unconsciously create dualities and tensions. In doing so, a Buddhist approach to paradox reframes existing values, meanings, and conceptions people daily use and rely on. We theorize this view and the related cognitive tactics by integrating relevant literature from sociology, psychology, linguistics, and organization theory.

view paper (if available)

Calling, Job Performance, and Innovation: A Study in the Catholic Church

Author: **Thomas Ismoyo**; Queensland U. of Technology

Author: **Cameron John Newton**; Queensland U. of Technology

Author: **Vicky Browning**; Queensland U. of Technology

While research on job as a calling has increased over the past decades, there is limited empirical evidence regarding the different focus of one's calling, especially related to one's role and job performance. This present research investigates the Catholic priests' perception of the focus of their calling, multi-dimensions of job performance, and innovation. The uniqueness of this study lies in the well-known idea

Limpo Paulista (UniFACCAMP)

Author: **Marcia Azevedo**; U. Federal do Estado de São Paulo (UNIFESP)

Author: **Eliane Maria Pires Giavina Bianchi**; Centro U. Campo Limpo Paulista (UniFACCAMP)

Author: **Thiago Carandina**; Pontifícia U. Católica de Campinas (PUC-CAMPINAS)

Despite the strategic value of organizational knowledge as a source of sustainable competitive advantage, researchers have voiced their concern over the perceived inaccuracy and undue use of the term knowledge worker in scientific articles. In order to ascertain these perceptions and discuss ways of overcoming this difficulty, we analyzed 223 articles from diverse fields of science that address the theme of knowledge worker. Applying the content analysis technique, we analyzed the definitions identified and the professionals considered by researchers as knowledge workers. The analyses identified the difficulties assumed by the researchers. It was observed that the term was used for occupations and professions with different levels of complexity, including those that were mostly operational, as well as the use of the term without a definition in a significant number of the articles (67.7%). The semantic analysis of the set of actions attributed to knowledge workers aided the proposition of additional descriptors to conceptualize the term. The single appearance of the verb exploit in an article in the field of Geography & Transport led us to imagine it being a reference to the exploitation-exploration dyad in accordance with the concepts of the fields of innovation and learning, which was not confirmed. This fact provided insight for a logical proposition: the link between knowledge workers and the mechanism of organizational knowledge exploration and between information workers and the mechanism of exploitation. Inter-text analyses involving concepts from the fields of knowledge management, innovation and learning indicate that these associations are consistent and pertinent.

view paper (if available)

Understanding Content-Based User Engagement in e-Learning Applications: Randomized Field Experiments

that priests as religious leaders identify their job as a calling. Overall, thirty-seven priests from Indonesia and Australia participated in semi-structured interviews which focused on the relevant themes mentioned. Using a qualitative thematic analysis approach, several interesting themes emerged from each topic, such as: calling as a shepherd and as a servant, value-based performance, and cultural context of innovation. This study enriches the literature of calling, job performance, and innovation; especially in the context of religious organisation which to date is still overlooked.

[view paper \(if available\)](#)

Development and Validation: Transcendence at Workplace Scale (WITHDRAWN)

Author: **Chitra Khari**; Nirma U., Institute of Management

Author: **Shuchi Sinha**; Indian Institute of Technology Delhi

This paper explores the structural dimensions of employee experience of transcendence at workplace (TAW). The paper follows multiple studies approach to scale development and validation as suggested by Wright et al. (2017). Transcendence at workplace constitutes of three correlated yet distinct dimensions: Work as service, Self-connectedness and Sense of We-ness. Results establish the convergent, discriminant, criterion-related concurrent and nomological validity of TAW. Findings also confirm satisfactory reliability of the measure. This research makes a significant theoretical contribution to the evolving discourse on transcendence (in organizational context) by defining, developing and validating the measure of transcendence at workplace. Practitioners can use the measure in assessing, and raising TAW, which in turn have benefits for employee, organization and the larger community or society.

[view paper \(if available\)](#)

Workplace Spirituality and Human Resource Management: Human Capital Theory to Human Value Theory

Author: **Johngseok Bae**; Korea U.

Author: **Cheul Kang**; U. of Seoul

Author: **Swanand Janardan Deodhar**; Indian Institute of Management, Ahmedabad

Author: **Ayushi Tandon**; Doctoral Scholar

Author: **Abhas Tandon**; Words In Sentences

Author: **Abhinav Tripathi**; Words In Sentences

In this study, we examine the determinants of user engagement in e-learning platforms. Specifically, we model two distinct outcomes related to user engagement: content consumption (e.g., watching a video) and content organization (e.g., adding a video to a playlist). Given the increasing social nature of e-learning applications, we predict these outcomes as a function of observational learning (OL) and expert recommendation (ER) information signals. We employ a series of field experiments on a mobile e-learning application to tease out the causal influence of OL and ER information signals on CC and CO. In information systems literature, these experiments have emerged as a pivotal tool for eliciting the causal effects of digital interventions on user behavior. Our results indicate that the two information signals exert an uneven influence on the user engagement outcomes (i.e., CC and CO). These findings reveal the variations in how users incorporate external and social information signals in deciding their actions. To sum up, the study presents important implications for predicting user engagement, especially in e-learning applications, as well as for the information structures these applications can adopt.

[view paper \(if available\)](#)

Managing Reputation in the Workplace: How Freelancers Interpret Algorithmic Scores in OLM

Author: **Francesca Bellesia**; Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia

Author: **Elisa Mattarelli**; San Jose State U.

Author: **Fabiola Bertolotti**; U. of Modena and Reggio Emilia

Although considered independent from the platforms they work from, freelancers in online labor markets need to develop an 'algorithmic competence' to become and stay competitive. To increase the likelihood of being hired, in particular, they need to deal with algorithmically calculated

Author: **Youngshin Kim**; Seoul Theological U.

This paper first critically reviews previous literature on workplace spirituality and proposes a four-dimensional framework of spirituality; then it suggests a new human resource management (HRM) theory, human value theory. For this purpose, we maintain that spirituality is made up of four dimensions: height, depth, width, and length. Each dimension reflects four aspects of spirituality: ultimacy, authenticity, commitment, and historicity, respectively. We explain meaning, function, and features of each aspect. Utilizing this framework, we suggest the human value theory which is sharply contrasted with human capital theory. The fundamental difference between these two theories is about human nature. While human capital theory assumes human being as a rational being, human value theory regards it as a spiritual being. In addition, we compare these two theories in terms of people treatment perspective, people management objective, decision making method, success of members, and value creation approach. Finally, we suggest future HRM research directions.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

DISCUSSION PAPER SESSION

reputation, which is a standardized score associated to their quality as workers. By drawing on signaling theory, this research aims to explore how freelancers working on online platforms interpret algorithmic calculated reputation and with what consequence for their work. The grounded model we developed through interviews and documents collected with freelancers from a major platform reveals two phases through which freelancers manage their reputation. First, freelancers interpret algorithmic scores as barriers and strive to build their initial reputation with emotional consequences in terms of feelings of hardship and loneliness. In a second phase, freelancers develop three different strategies to manage reputation, that we labelled as instrumental, relational, and indifferent. The interpretations and behaviors associated to the different strategies lead to different, although mainly negative, emotional responses, i.e. emotion regulation, anxiety, and frustration. We believe our model offers implications for theories on imposed reputation signals, gig work, and emotions in new work contexts.

[view paper \(if available\)](#)

Organizational Assimilation Dynamics in a Global Organization Over Time

Author: **Emma S. Nordbäck**; Hanken School of Economics

Author: **Maggie Boyraz**; California State U. San Bernardino

The process of integrating new hires into their role and organization is crucial for employee performance and retention. While newcomers in co-located organizations can rely on face-to-face interaction to effectively gain tacit knowledge from co-workers, newcomers of global organizations may have to assimilate over distance and may face severe challenges. Considering that there is little knowledge on employee assimilation in a global work context, we conduct an inductive longitudinal case study of newcomer assimilation processes in a global organization over a two-year period. We observed and interviewed 48 newcomers and insiders (in total 92 interviews), to gain a nuanced understanding of the challenges faced by newcomers. Our results show how small

ODC

Leadership and Organizational Adaptability (session 689)

Towards a Dualistic View on Organizational Adaptability: Bridging the Preemptive-Reactive Divide

Author: **Bart De Keyser**; U. of Antwerp

Author: **Alain B. Guette**; U. of Antwerp

Author: **Koen Vandembemt**; U. of Antwerp

While the literature on organizational adaptability has brought forth a rich plethora of both preemptive and reactive constructs, the isolation in which both orientations have developed is remarkable. This detachment seems to rest on the implicit assumption that preemptive and reactive adaptability are temporally separated capabilities. Yet, conceding to their division as processual rather than event-based, it becomes questionable whether we should at all be advancing either of these adaptability modes independently: may organizations hope to be preemptively adaptable without simultaneously tapping from reactive adaptability; and can organizations be reactively adaptable without ramping up a preemptive counterpart as well? This paper re-establishes preemptive and reactive adaptability as representing a duality, or interrelated counterparts that are contrasting yet mutually enabling at the

expectation gaps at the entry point, may quickly escalate in a virtual assimilation environment where visibility of actions is low. More specifically, newcomers' and insiders' different perceptions on 1) the expected rate of assimilation (i.e. temporality dimension) and 2) the expected ways of working (i.e. reality dimension) created this assimilation expectation gap. Given the scarcity of face-to-face interaction among newcomers and insiders, this assimilation expectation gap grew larger over time, resulting in a negative spiral of dissatisfaction, conflicts and turnover, among a large proportion of newcomers.

view paper (if available)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

OMT

Activism and Agency (session 691)

Too Legit to Quit? How Shareholder Activism Differentially Affects Outside Directors

Author: **Seok-Hyun (Stephen) Hwang**; INSEAD

Author: **Edward J. Zajac**; Northwestern U.

The present study theoretically and empirically analyzes how shareholder activism, as a reputation-damaging event for outside directors on those firms' boards, subsequently affects the attractiveness of those directors in the market for directors. We devote particular attention to predicting specific heterogeneity in the labor market's response by considering the differential value of some directors as legitimacy conferrers. Specifically, we suggest that both elite-status and minority (i.e., female and/or ethnic minority) outside directors are particularly valued for their contributions to organizational legitimacy and will experience a degree of reputational immunity following a reputation-damaging event. We test and find support for our hypotheses using a sample of shareholder activism that occurred in the U.S. between 2012 and 2016, and employing propensity score matching combined with the difference-in-differences approach. We discuss the implications of our findings as they relate to the research on corporate directors, organizational legitimacy, and labor markets.

same time. Marking distinct adaptability tracks as fundamentally interrelated, this article advances new ground for scholarly integration, consolidating insights developed for enhanced practical application.

[view paper \(if available\)](#)

First-Year Experience: An Action Method for Surviving the Transition to Higher Education

Author: **Benedicte Astor Onarheim**; Norwegian Psychodrama Academy

Author: **Eric Arne Lofquist**; BI Norwegian Business School

The transition to higher education can be experienced as both stressful and difficult, and in the worst case, lead to emotional and psychological problems, and premature dropout. Recent studies have shown that more than 30% of students at colleges and universities around the world abandon their studies before completion, and are particularly vulnerable during the first year of studies. The social and economic consequences for society have increased dramatically and this has placed increased focus on the 'first-year experience.' This action research pilot study followed first-year students at a large business school in Norway in an attempt to reduce student dropout rates. Self-identified students, were offered an opportunity to work with their individual challenges using action methods from the field of psychodrama. Psychodrama was developed by Jacob Levi Moreno (1889- 1974) as a creative method for treating groups and individuals as an alternative to classical psychotherapeutic methods. The study found that psychodrama methods, used in a group setting, reduced the psychological and emotional stress experienced by the participants, and more importantly, opened new social network opportunities that enabled them to survive the first year of higher education. Implications for practice are discussed.

[view paper \(if available\)](#)

A Cultural Change for Leadership Identities: Could Aboriginal Artists Reveal a Different Approach?

[view paper \(if available\)](#)

The Ambiguity of Novelty and Strategic Agenda Setting: Evidence from the Emergence of FinTech

Author: **Andrew Sarta**; Ivey Business School

Where organizational decision-makers focus their attention is a central premise in the behavioural theory of the firm and is particularly important as organizations adapt to technological changes in dynamic environments. Structuring attention toward specific aspects of the environment is a key means through which organizations shift their strategic agendas. However, research has often overlooked the fact that new technologies, at their onset, are often ambiguous, making it difficult for organizations to determine appropriate structures. Adaptation, in this way, is partly dependent on cues from environment to draw organizational attention. Novelty, as a characteristic of an issue, is theorized as a critical but complicated factor in reshaping the strategic agendas of organizations. Novel issues are more likely to draw the attention of decision-makers and shift strategic agendas yet also lack legitimacy due to their novelty, which may impede a strategic shift. In examining 15 years of data for 36 incumbent financial services organizations, I find that organizations respond to the ambiguity of FinTech differently. Louder voices for novel issues draws in the attention of organizations to shift agendas; however, the technological experience of top managers dampens this effect when FinTech is considered as a technology. When FinTech is considered as a market-oriented issue targeting a business unit, it is the legitimation of FinTech that matters most in shifting strategic agendas. Topic modeling and mixed-effects models are empirically used to both identify the ambiguity of FinTech and support these findings.

[view paper \(if available\)](#)

"After All, I am a Doctor": The Role of Values in the Construction of Agency of Fertility Doctors

Author: **Laure Lelasseux**; HEC Paris

Author: **Roxana Barbulescu**; HEC Paris

Author: **Louise Martin-Chew**; U. of Queensland

Leadership in Australia is in crisis, as evidenced by the catastrophic bushfire season during the summer of 2019-2020. It is widely accepted that the intensity of these fires is driven by the changes in climate predicted some twelve years ago (Garnaut, 2008). Yet despite knowledge of this impending disaster, attempts to mitigate the impact of climate change with developments in alternative economic and energy models have been stymied by political leaders. The resulting environmental damage suggests that the way in which we identify and promote our leaders has failed the ultimate challenge of our age. In the search for hope and a way forward, alternative leadership models capable of implementing positive change are needed. Under these circumstances, it is imperative to seek models that harmonise culture and the environment. Such innovative models of leadership characteristics and identities have been identified in the creative disciplines, particularly within Indigenous societies. As an art critic and writer over thirty years, my research has noted the leadership roles and respect that Australian Aboriginal artists frequently hold within their communities. I propose a starting point for potential disruption and insights to alternative leadership approaches. It is through the examination and reflection of ways in which narrative and culture connects communities to create hope through identifying positive futures and “relatedness” that impactful, progressive, leadership may be realised. Relatedness is required to remedy the failing leadership model in Australia. Indigenous methodologies such as Please Knock before You Enter (Martin, 2009) developed a research paradigm “founded on the principles of cultural respect and cultural safety and embedded in Aboriginal ontology, epistemology and axiology”. In Aboriginal communities, art provides a touchstone to the past and innovation toward the future. This paper examines characteristics that may serve mainstream society from the creative models available, particularly focussing on Aboriginal artists who are leaders in their community and cultural contributors at the same time. While there are conflicts visible between these divergent roles, their connectivity to the narratives of their place and people offer significant points of difference to the way in which we select and promote our current political leaders. There is little discussion of leadership models

In this article, we offer an analysis of the role of professional values in the agency of professional actors, which are recognized as key agents of institutional change. We explore this question by looking specifically at the role of French fertility doctors in relation to the debates around the reform of assisted medical procreation in France which is up for revision since 2018. Relying on an inductive study of forty-seven interviews, complemented by analysis of treatises written and published by doctors, public interviews in the press, and observations of meetings and conferences of practitioners publicly committed to promoting a change, we explore how the confrontation between their professional values and the realities of their practices created specific agentic capabilities and normative beliefs that can explain the strong implication of these doctors in institutional change. In doing so, we show how these agentic capabilities lay at the core of their professional identity and interact with professional interests such as competition and business. Our contributions demonstrate that an institutionalist perspective on professional agency offers the opportunity to re-establish the importance of normative elements in the agency of professional actors beyond the focus on jurisdictional conflict and competition.

view paper (if available)

Toward a Mid-Range Theory of the Corporate Opportunity Structure for Social Activism

Author: **Francois Neville**; McMaster U.

Prior research on the corporate opportunity structure for social activism—that is, features of firms that make them more (or less) attractive to activists—has substantially advanced our understanding of how isolated features affect the likelihood that firms will be targeted by social activists. However, cognitive theories suggest that social activists are likely to perceive and evaluate the attractiveness of firms as viable targets holistically—that is, as complex configurations (i.e., prototypes) of characteristics, rather than as lists of independent factors. As such, extant research on the corporate opportunity structure has not addressed why and how configurations of firm characteristics cause

modelled by Aboriginal arts and culture in existing literature to date. In this paper I acknowledge the novel nature of the material under discussion. However its potential ability to transform the way in which we manage both leadership and crucial environmental decisions at this juncture toward new leadership paradigms is the subject of the explorations below.

[view paper \(if available\)](#)

Colleagueship in the Making: Exploring Tensions of Social Ordering in Collegial Relations

Author: **Arto Ryömä**; U. of Turku, School of Economics

Author: **Maarit Laiho**; U. of Turku, Finland

Author: **Satu Päivi Teerikangas**; U. of Turku, School of Economics

Leadership is traditionally predominantly defined as a leader-centered and individual activity, which precedes organizational development, change or success. Role of colleagueship, the phenomenon of leadership among colleagues, who might hold relatively equal positions in an organizational hierarchy, remains underexplored in organization research. This paper redirects an attention from prevailing leader-driven approaches to the role of each colleague at the workplace as an active change agent. The research question guiding our paper is: how do tensions of social ordering are constructed in collegial relations. Our paper offers the findings from the empirical fieldwork in one case organization from banking industry. By drawing on interviews and ethnographic observations, we identify that colleagueship is constructed and maintained in and through three overarching tensions of identifying, coopeting and legitimizing. The paper concludes by discussing the importance of noticing the phenomenon of colleagueship which may substitute and supplement leadership in contemporary organizations to share power and responsibility in organizing joint achievements.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

some firms to be more highly targeted than others; limiting our understanding of the broader process of corporate social change through activist pressure. Relying on fuzzy set methodology this study provides novel evidence that social activist evaluations of firms as potential targets for activism are not only holistic and configurational in nature, but also characterized by equifinality (the presence of multiple paths to targeting) and asymmetric causality (i.e., configurations that represent “unattractive” targets are not simply the mirror image of those that represent “attractive” targets). In outlining a typology of “attractive” and “unattractive” targets for activism, this study develops a mid-range theory of the corporate opportunity structure for social activism and offers novel theoretical and empirical contributions to scholars and practitioners.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

DISCUSSION PAPER SESSION

RESEARCH

Boundary Spanning and Network Connections: Theory and Evidence (session 690)

Organization-Based vs. Network-Based Project Work

Author: **Lisa Basten**; WZB Berlin Social Science Center

This article examines how projects shape work biographies. It suggests two distinct concepts of project work in order to explain the variety of challenges to traditional work arrangements. In organization-based projectwork (OPW), a permanent structure acts as a reference point in the work relationship beyond the duration of the project. In network-based projectwork (NPW) the worker will continuously move between permanent structures. This distinction is explored as crucial in order to unfold the potential of 'project work' in theorizing changing work practices and challenged work institutions.

[view paper \(if available\)](#)

The Art of Swinging: How Boundary-Spanning Units Change Boundary Positions

Author: **Laurens Vandeweghe**; Imperial College Business School

Author: **Dmitry Sharapov**; Imperial College Business School

Author: **Llewellyn D W Thomas**; LaSalle U. Ramon Llull

In this study, we explore how boundary-spanning units positioned at the interface of different social domains change boundary positions over time in response to changing stakeholder demands. To do so, we draw on a longitudinal, inductive single case study of AppCampus, a boundary organization mediating collaboration between the corporate, university, and startup worlds. In examining how an initial boundary position evolves beyond the founding phase, we focus particularly on the actions and interactions of the organizational members of the boundary-spanning unit and its stakeholders.

Sense- and Decision-Making for Sustainability (session 692)

Entrepreneurial Orientation and Green Management in an Emerging Economy

Author: **Xi Li**; U. of Jinan

Author: **Jing Yang**; South China Institute of Environmental Sciences

Author: **Heng Liu**; Lingnan U. / Sun Yat-sen U.

This study examines entrepreneurial orientation as a potential driver of firms' green management in an emerging market context. Combining entrepreneurship literature and the institutional theory, we investigate the relationship between entrepreneurial orientation and green management, and the moderating effects of social legitimacy and ownership type. Using survey data from 239 firms in China, it was found that entrepreneurial orientation is positively associated with emerging market firms' green management. In addition, this positive relationship is strengthened by social legitimacy and stronger for state-owned enterprises than for non-state-owned enterprises. Furthermore, our empirical results partly support that the configuration of high entrepreneurial orientation, high social legitimacy and being state-owned is more effective to facilitate emerging market firms' green management than other configurations. This study suggests entrepreneurial orientation as a promising antecedent of green management in the context of emerging markets, going beyond the well-documented isomorphic framework and the resource/capability base. Also, the two-way interaction and three-way configuration effects we propose not only extends the bridging of entrepreneurship and institutional theory to the domain of green management research, but also depict a more complete picture to deeply understand why emerging market firms being green.

[view paper \(if available\)](#)

Ecological Sensemaking and the Attention-Based View for Farmers: What They Know

Our findings show how the boundary position evolves as a consequence of translation and acculturation. By illuminating how a boundary-spanning unit changes over time, we contribute to the literatures on boundary spanning and institutional theory.

[view paper \(if available\)](#)

The Classification and Management of Peripheral Organizational Members (POMs)

Author: **Sarah Wittman**; George Mason U.

In an age of the networked organization, individuals and groups such as employees' family members, interactive crowds, ex-employees, and non-firm members of public-private partnerships increasingly impact firm functioning. These and other second-tier stakeholders—the stakeholders of firms' stakeholders—represent potentially valuable firm resources but also potential threats. Our current research, conceptualizing organizational influencers as internal ('primary') versus external ('secondary') stakeholders, however, has difficulty predicting firm responses to these insider-outsider individuals and groups. In this paper, I distinguish what I call these peripheral organizational members (POMs) from primary and secondary stakeholders based on their direct access to the firm (physical, virtual/remote-based premises), power over firm stakeholders, and perceived legitimate firm representation as viewed by organizational outsiders and/or insiders. I develop a conceptual model that predicts how firms will manage their peripheral organizational members through gatekeeping, relational facilitation, (dis)association, ignoring, absorption, or exclusion tactics. Finally, I discuss how integrating POMs into management research and practice enables scholars and practitioners to better understand firm relationships with their diverse second-tier stakeholders, and these stakeholders' role in inter-organizational networks.

[view paper \(if available\)](#)

Opportunities or Constraints: The Role of Network Closure in Interorganizational Reciprocity

Author: **Daniel Geoffrey Tisch**; U. of Auckland

Author: **Gail Whiteman**; U. of Exeter Business School

We extend the ecological sensemaking construct to outline the conceptual linkage between the Karl Weick's sensemaking concept and William Ocasio's Attention-Based View. We illustrate this linkage within the empirical domain of farms. Collecting interview data from 38 farmers, we present a thematic analysis to show that actors embedded in their local environment accurately make sense of ecological processes at the local level but may not have the attentional extent to make sense of planetary processes. This study synthesizes concepts in physical materiality, sociomateriality, technology, ecological sensemaking, geographical scale, attentional grain and attentional extent to explain the ontological and epistemological position of ecological sensemaking. We provide a method to unpack the enactment, selection and retention sensemaking micro-processes from which may be deployed in future studies of ecological sensemaking in natural resource-based industries. We discuss implications for actors working in any environment for which ecological material is ubiquitous and a key business input. We call for more research to bring forward ecological sensemaking as a process of organising.

[view paper \(if available\)](#)

Symbiotic Relationship in its Conceptual and Theoretical Challenges to Management Studies

Author: **Toyoko Sato**; Copenhagen Business School

This paper attempts to answer two questions: how can we undo the entangled conceptual threads in the semantic jungle of management, and how can we advance our understanding and broaden our sight within that jungle? In order to answer these questions, we study the theoretical concept of symbiotic relationships and its related terms: mutualism, parasitism, and commensalism. Because this relational theory is not uniformly agreed upon by management scholars, we revisit archival texts back to the concept's nineteenth-century origins in both biology and botany. Two historical moves are underinvested and pivotal for management study:

Author: **Lisha Liu**; Cornell U.

This paper examines the effects of network closure on interorganizational reciprocity. It investigates two levels of network closure, local-level common third parties and group-level network density, which in the network governance literature are both expected to boost cooperation and yet have opposite effects on dyadic reciprocity. I suggest that the key to understand the divergent effects is whether organizations view their network surroundings as opportunities or constraints. More specifically, common third parties who interacted with both actors in a dyad provide opportunities to switch partners, while dense groups put constraints to safeguard cooperation. Analysis from a study of intercorporate loan guarantees between Chinese publicly listed firms in the period 2008-2016 provides support for the divergent effects of network closure: firms are less likely to reciprocate their partners when there are common third parties but more likely to reciprocate when they are a denser group. The weakening effect of common third parties on reciprocity can be attributed to the choice of the relatively more powerful actor in the dyad – it reciprocates less when there are common third parties – because it is easier for the relatively more powerful actor to switch partners. I also found evidence on the constraints imposed in denser groups. Firms that don't reciprocate their partners are sanctioned and sanctions are stronger in denser groups. I concluded that organizations' decisions on cooperation with exchange partners are influenced by their interpretations of the surrounding interorganizational network.

[view paper \(if available\)](#)

Mock Live

RESEARCH

DISCUSSION PAPER SESSION

MOCK LIVE

Eugenius Warming's plant society observation and its influence on human ecology as well as management studies. In addition to archival studies, our method includes a content analysis of word frequencies from Academy of Management publication sites in relation to the theoretical concept of symbiotic relationships. Examining the role of theory in descriptive and normative approaches, the aim of this paper is to show the biological influence on organization and management theory, specifically concerning how such concepts are transformed and reshaped.

[view paper \(if available\)](#)

Middle Manager Integrative Complexity and Environmental Performance: The Case of Climate Change

Author: **Amir Hossein Nosrat**; McGill U.

When responding to an ambiguous sustainability issue such as climate change, organizational scholars have overlooked the role that middle manager cognition can have in influencing strategic outcomes. In this paper, I examine one way in which middle manager can influence environmental performance in the context of responding to climate change, namely integrative complexity, or the ability to evaluatively differentiate and conceptually integrate different viewpoints. I argue that integrative complexity of middle managers is positively related to environmental performance because it enhances trade-off reasoning and nuanced decision-making that enable firms to address tensions embedded in competing environmental and economic objectives. Empirically, I use a novel computer-based methodology to examine the free-form responses of 712 publicly traded corporations to the Carbon Disclosure Project (CDP) between 2012 and 2017. Preliminary results indicate that middle manager integrative complexity is related to better environmental performance, even after accounting for TMT integrative complexity.

[view paper \(if available\)](#)

Unraveling the Role of Corporate Responsibility Coalitions in Sustainability Issues Management

Author: **Natalia Vidal**; U. of New Mexico

Author: **Harry J. Van Buren**; U. of St. Thomas

Business collective action is often necessary to address sustainability issues. However, issues management is commonly considered to be an internal function of firms that uses their own resources. In this conceptual paper, we argue that Business-to-Business Corporate Responsibility Coalitions (B2B CRCs) help member firms to manage sustainability issues by carrying out the exploratory aspects of issues management—i.e., scanning, identifying and evaluating issues, and proposing responses to issues. We rely on the literature on sensemaking and social issues management to explore how participation in B2B CRCs improves firms' capabilities for sustainability issues management by improving their sensemaking competencies, their abilities to choose and adapt issue responses, and their efficiency in implementing issue responses through better issue response mechanisms. We contribute to the business collective action and issues management literatures by bringing forth the importance of collective management of sustainability issues and the ways in which this process may improve firms' capabilities for sustainability issues management.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

OSCM

Sustainable Supply Chain Management (session 693)

Efforts to Waste? Planet-Profit Trade-Offs in Supply Chain Collaboration

Author: **XiaoLi Zhang**; School of Management, Northwestern Polytechnical U.

Author: **Jelle De Vries**; Rotterdam School of Management, Erasmus U.

Author: **Michael Becker-Peth**; Rotterdam School of Management, Erasmus U.

Author: **Marinus B.M. De Koster**; Rotterdam School

SIM

Corporate Social Responsibility, Performance, and Reporting (session 694)

Let Me Show You the World in My Eyes: Reviewing Corporate Social Responsibility Literature Reviews (WITHDRAWN)

Author: **Jean-Pascal Gond**; Cass Business School, City U. London

Author: **Sébastien Mena**; City, U. of London

Author: **Szilvia Mosonyi**; Queen Mary U. of London

Low-paradigm interdisciplinary research fields such

of Management, Erasmus U.

Rapid global economic development is heavily dependent on the over-consumption of natural resources, while the world generates a large amount of waste that can still be used as feedstock. This inefficiency is often caused by a lack of coordination within and between companies, as optimal policies for the society as a whole might be misaligned with optimal policies for individual companies. In a lab negotiation-experiment, we investigate how environmental externalities interact with economic objectives in influencing supply chain coordination outcomes. We find that emphasizing environmental impact can increase supply chain coordination, especially through a reduction of parties not entering negotiations. This result appears robust in different conditions of information completeness, framing of environmental outcomes, and framing of economic outcomes.

[view paper \(if available\)](#)

Building Sustainable NGO-Business Relationships

Author: **Mohammad Moshtari**; Tampere U.

Author: **Evelyne Vanpoucke**; ULB - Solvay Brussels School of Economics and Management

Although NGO-business relationships can bring many advantages for both the NGO and the commercial organization, research has shown that these relationships are still limited. While NGO-business relationships can easily be compared with buyer-supplier relationships in business supply chains, the literature specifically indicates several additional challenges in achieving effective and efficient NGO-business relationships compared to a commercial context. Our research seeks to understand how social capital can help overcome these additional challenges by creating sustainable NGO-business relationships. From a practitioner's viewpoint, we not only strive to acknowledge the complementarity of NGOs and businesses for implementing sustainable relationship practices, but also seek to understand how these understudied cross-sector relationships can be successfully built. We use a multiple-case study design to investigate nine NGO-business relationships in a humanitarian context. This study contributes to the supply chain

as corporate social responsibility (CSR) are characterized by a lack of consensus about their boundaries and content, which makes the capture of their evolution challenging. Building on social studies of science, this paper conceptualizes literature reviews as re-presentations—i.e. deliberate attempts at defining research priorities, building relevant categorizations to organize fields, and shaping their development—that can help tracking long-time shifts in fields. To study the evolution of CSR re-presentations, we conduct a systematic review of 48 CSR literature reviews from 1975 until 2019. Our results show that: (a) the CSR field purposes have shifted from ambitious searches for paradigmatic integration with broad constructs to the specification of CSR subfields; (b) a few recurrent field categorizations imposed themselves as taken-for-granted ways of classifying CSR studies, but also created blind-spots in light of the fast-paced epistemological diversification of CSR studies; and (c) most early field calls for new orientations (e.g. search for a unique paradigm) have failed to shape the field, whereas a few recent ones have quickly delivered (e.g. micro-CSR shift).

[view paper \(if available\)](#)

Saying More than Necessary: When and Why Corporates Disclose More than Required

Author: **Jayaram Suryanarayana Uparna**; Indian Institute of Management, Bangalore

Author: **BIBEK BHATTACHARYA**; Indian Institute of Management, Bangalore

Firms located in mandatory disclosure regimes face a choice of disclosing only what is mandated or voluntarily disclose additional information. In this paper, we investigate why companies choose to disclose information voluntarily, over and above what is mandated by regulatory authorities and whether this dual approach to disclosure actually translates to better disclosure quality. Our findings from analysing data from Bombay Stock Exchange's Top 100 firms suggest that firms pursue a portfolio approach with respect to voluntary disclosure. That is, firms who voluntarily commit to multinational agreements on sustainable business practices like the UNGC are also more likely to pursue local voluntary sustainable standards above legal requirements. Moreover, we also find that

literature by demonstrating how social capital mitigates tensions within NGO-business relationships, enabling us to present a more generic process framework of enablers for creating sustainable NGO-business relationships.

[view paper \(if available\)](#)

Managing the Triple Bottom-Line: Creating Sustainable Supply Chain Structures

Author: **Ozlem Ayaz Arda**; Lecturer at Brunel Business School, Brunel U. London

Author: **Frank Montabon**; Iowa State U.

Author: **Ekrem Tatoglu**; Ibn Haldun U.

Author: **Erkan Bayraktar**; American U. of the Middle East

Research on sustainability in supply chain management is well established, yet there is still something missing. While the “triple bottom line” (Elkington 1998), that is, the idea that sustainability consists of three aspects, environmental, social, and economic, is not seen as much in the supply chain literature. Rather, research tends not to investigate all three aspects. Drawing on a dataset of 208 firms operating in a wide range of manufacturing industries in Turkey, this paper considers all three aspects of sustainability to better understand the relationships among them. We also extend this practice-performance model by considering how both environmental and social performance mediates the relationship between environmental management practices and performance. Our findings support that greater attention should be given to the idea that sustainability does, in fact, involve all three aspects and that they may have a mutually supporting relationship. The mediation results also relate to the idea of the resource-based view as they are an indication that building up capabilities and resources, as evidenced by the payoff in performance, in all three areas of the triple bottom line can be a winning strategy.

[view paper \(if available\)](#)

The Direct and Indirect Control of Sub-Suppliers Through Nominated Procurement in Emerging

additional voluntary sustainability reporting according to GRI guidelines within a mandatory disclosure environment enhances the overall quality of disclosure. Further examination of firm-level contingencies of this relationship indicates that a firm’s level of product diversification positively moderates the relationship between additional voluntary sustainability reporting and the firm’s overall quality of disclosure.

[view paper \(if available\)](#)

Corporate Social Performance, Corporate Reputation, and the Prism of the Culture

Author: **Clara Pérez-Cornejo**; U. de Burgos, Spain

Author: **Esther De Quevedo-Puente**; U. de Burgos

Author: **Juan Bautista Delgado-Garcia**; U. de Burgos

Studies have shown that corporate social performance (CSP) is an antecedent of corporate reputation, since it is a signal that affects stakeholders’ perceptions and expectations about the firm’s future behavior. Drawing on institutional theory and on Hofstede’s cultural dimensions, we analyze how national cultural differences moderate the relation between CSP and corporate reputation, since culture may also affect stakeholders’ perceptions, expectations, and interests. Results based on an international sample for the period 2010 to 2016 show that short power distance, collectivism, femininity and low uncertainty avoidance intensify the relation between CSP and corporate reputation.

[view paper \(if available\)](#)

An Unintended Spillover: Political Social Movement and Corporate Social Responsiveness

Author: **Yishu CAI**; City U. of Hong Kong

Author: **Fangwen Lin**; City U. of Hong Kong

Author: **Haibin Yang**; City U. of Hong Kong

Drawing on social movement literature and network spillover effect, we theorize that social movement targeted on a particular political group with negative spillover to the politically connected firms, and empirically investigate how corporate philanthropic giving may be dressing to preempt these perceived spillover damages on corporate image. We test our

Markets

Author: **Enrico Fontana**; Sasin Graduate Institute of Business Administration, Chulalongkorn U.

Author: **Christina Öberg**; Orebro U.

Author: **León Poblete**; Chalmers U. of Technology

Little is known in the Sustainable Supply Chain Management (SSCM) literature about whether and to what extent international customers (ICs) are able to control sustainability compliance (compliance) upstream in their supply chain. By drawing on the notion of direct and indirect control in business networks and qualitative fieldwork in the Sri Lankan apparel supply chain, this paper examines how ICs control nominated and second-tier sub-suppliers (nominated sub-suppliers) to manage compliance, as well as the implications for their first-tier (direct) suppliers. By unveiling the way ICs exert direct coercive control and indirect normative control on nominated sub-suppliers, our paper provides theorizing of nominated procurement and its effects expected to create valid or validatable insights for emerging markets. Crucially, our paper provides a tangible example of how the indirect control may be stronger than the direct one, yet have consequences for both direct suppliers, sub-suppliers but also raw material suppliers. Reactive patterns as expected in any network would be hampered by this indirect control, while creating ingredients of distrust with suppliers.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

theory by examining listed firms in Taiwan that responded to the Sunflower Student Movement against the ruling party Kuomintang (KMT). Our difference-in-differences estimates provide evidence that pre-event linkages to the protested party KMT exhibited significantly higher levels of philanthropic giving following the accident. Furthermore, Taipei location and B2C market type, by escalating the perceived spillover threats, reinforced prior KMT-connected firms' philanthropic amount after the event. These findings give new insights on the spillover effect of political social movement on the commercial field and the insurance effect of corporate social activities in counterbalancing the corporate political missteps.

[view paper \(if available\)](#)

Narratives and Numbers of Multiple-Value Reporting: Value Pluralism, Accounting, and Accountability (WITHDRAWN)

Author: **BASTIAAN VAN DER LINDEN**; EDHEC Business School

Author: **Andrew C Wicks**; U. of Virginia Darden School of Business

Author: **Robert Edward Freeman**; U. of Virginia

Multiple-value accounting narratives, such as those required by the Integrated Reporting framework, are often met with suspicion. This paper offers a more constructive approach. It starts from the idea that reporting is a step in the wider process of accountability: the giving and demanding of reasons for conduct. Participants in these conversations use the thick evaluative concepts of ordinary language to make sense of the kinds of value in the situation of the corporation, and of the numbers that report how the company engages with these values. In order to facilitate the simultaneous consideration of different kinds of value in accountability, multiple-value reports should propose narratives and numbers that 1) identify the types of value in the situation of the corporation, 2) state the appropriate behavioral responses to these values in the situation as a whole, 3) articulate quantitative indicators regarding these behaviors, and 4) set targets for these indicators and report scores on them.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

DISCUSSION PAPER SESSION

STR

CSR, CSP, and Innovation (session 697)

About Whom to Care? Political Ideology and Corporate Social Responsibility Disclosure in China

Author: Changhong Ni; Anhui U.

Author: Pengcheng Du; Anhui U.

Using a nine-year sample of 3084 firm-year observations from Chinese listed firms, we are the first to theorize the ideological atmosphere, institutional contexts and their interactions on corporate social responsibility disclosure (CSR disclosure). We find that the corporate socialist atmosphere is significantly positively associated with CSR disclosure, implying that ideological influences in China are efficient in regulating organizational behavior in a scant of efficient market rules. The provincial marketization strengthens the positive association between the corporate socialist atmosphere and CSR disclosure, which implies that socialist ideology and marketization converge in driving CSR disclosure. These findings also lend insight into the compatibility of socialism and the market economy. Implications from this study provide a better understanding of the role of the Communist Party of China (the CPC) in economy transitioning, and a new understanding of CSR disclosure in ideology- dominated societies.

[view paper \(if available\)](#)

Task Environments and Pressures to Conform to Corporate Social Performance Norms

Author: David Joel Skandera; U. of Central Florida

Author: Aaron McKenny; Indiana U. - Kelley School of Business

Author: Jim Combs; U. of Central Florida

Recent studies describe the degree to which variance in corporate social performance (CSP) is determined by firm-level choices versus constrained

STR

Knowledge Search, Machine Learning, and Routines (session 696)

Faster but More Fragile? The Myopia of Organizational Learning in the Presence of Machine Learning

Author: Natarajan Balasubramanian; Syracuse U.

Author: Yang Ye; Southwestern U. of Finance and Economics

Author: Mingtao Xu; Purdue U., West Lafayette

As the primary source of knowledge creation in an organization, humans have long been the locus of organizational learning. However, this is changing with the wide adoption of machine-learning algorithms and their power to replace many intellectual tasks that were previously performed by humans. In this study, we focus on organizational learning in decision-making routines and theorize about the implications of adopting machine learning on organizational learning. We propose that though machine learning can accelerate organizational learning, due to its ability to process vast amounts of data and perform complex computations, it may potentially increase the myopia of learning in two ways, via a selection effect that excessively decreases the within-organizational diversity in routines, and a nescience effect that shrinks causal and background knowledge associated with such routines. We suggest that these effects may be especially consequential in the presence of interdependencies across routines and unforeseen environmental changes.

[view paper \(if available\)](#)

Competition-Driven Repositioning Through Knowledge Search: Evidence from Mobile App Developers

Author: Nianchen Han; U. of Colorado, Boulder

Author: Yuchen Zhang; Tulane U.

Author: Tony Tong; U. of Colorado, Boulder

by industry pressures. However, the degree to which each matters likely varies across industries. We construct a theoretical framework grounded in institutional theory that explains how organizational task environment dimensions impact the relative importance of firm and industry effects on CSP. Hypotheses are tested using hierarchical linear modeling with longitudinal data from 4,109 firms in 378 industries between 1991 and 2009. Results show that industry effects increase and firm effects decrease in stable, hostile, and complex environments. The study helps explain why CSP serves as a legitimating mechanism in some industries but as a source of differentiation in others.

[view paper \(if available\)](#)

Flying Under the Radar: Internal and External Corporate Social Responsibility and Firm Visibility.

Author: **Marwan Ahmad Alshammari**; U. of Texas at Tyler

Author: **Yasar Mahmut**; U. of Texas At Arlington

Author: **Wendy J. Casper**; U. of Texas At Arlington

Author: **Richard L. Priem**; Texas Christian U.

In the current study we distinguish between CSR (corporate social responsibility) activities targeted at internal stakeholders and CSR activities targeted at external stakeholders, reexamining the relationship between CSR and firm market performance with data on 1289 firms from 2005-2013. We examine whether a gap between the firm's internal and external CSR moderates the CSR-firm market performance relationship. We found that both internal CSR and external CSR were positively related to firm market performance, but that the relationship was stronger for firms with equal emphasis on external and internal CSR activities. Further, the negative moderating effect of the CSR gap was mediated by the firm visibility.

[view paper \(if available\)](#)

Corporate Environmental Responses and R&D Productivity

Author: **Hang Minh Dang**; Australian National U.

Author: **Hanyang Li**; Ohio State U.

Strategic repositioning is core for firms to gain and maintain competitive advantage in changing competitive environments. Adopting an adjustment costs and benefits framework, we propose that firms can strategically reposition in the knowledge space through knowledge search to address the threat of imitation-driven competition, extending the repositioning literature in the product and geographical markets. Using a quasi-natural experiment design based on the jailbreak of iOS 7 and app developers' knowledge search activities on Stack Overflow, we find causal evidence that iOS app developers engage in specialized knowledge search in response to the threat of imitation introduced by pirated applications. In addition, iOS app developers with high knowledge complexity and unique knowledge will further increase their knowledge specialization after the jailbreak.

[view paper \(if available\)](#)

The Effects of Institutional Environments on Start-Ups' Exploratory Innovation

Author: **Aqi Liu**; The Chinese U. of Hong Kon

Author: **Siva Ramakrishna Devarakonda**; Chinese U. of Hong Kong

This paper investigates the institutional determinants of start-ups' exploratory innovation. In particular, we focus on the roles of IPR protection. Anchored in innovative search and institutional theory, we argue that strong IPR enforcement may inhibit start-ups' exploratory innovation because it imposes potential litigation and invalidation risks on start-ups' novel inventions. Such risks will increase the costs and uncertainty of start-ups' exploratory activities. We further argue that the presence of certain institutional features can offset the negative impact of strong IPR enforcement. Specifically, we explored the moderating effects of financial munificence, access to legal advice, and regulatory burden. Our empirical analyses of the patenting activities in the Chinese pharmaceutical and biotechnology start-ups furnish evidence for our theory.

[view paper \(if available\)](#)

Author: **Alexander Eapen**; Australian National U.

Research on the relationship between corporate environmental performance and financial performance has extensively focused on the influences of external stakeholders' demand on firm environmental strategies while the mechanisms under which different environmental responses impact internal processes received limited attention. The Porter Hypothesis provides some insights into the induced innovation effects of environmental improvement efforts; however, it is not yet clear if firms that do not reduce environmental externalities also experience innovation outcomes. In this research, we examine the relationship between two environmental responses – the abatement and non-abatement approaches – on corporate R&D productivity. We propose that both responses might induce firm innovations as a result of regulatory cost burden and external pressures. We find empirical support for the effects of non-abatement on R&D productivity which suggests that firms who do not improve their environmental performance are forced to innovate on their existing knowledge stock. We find no evidence for the induced innovation effects of pollution abatement and further provide implications for effective environmental policies.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

STR

Strategic Factor Markets, Dynamic Capabilities, and Knowledge Diversity (session 695)

The Role of Corporate Diversification in Resource Allocation Adjustments of Multi-Business Firms

Author: **Niklas Martin Lindlbauer**; Cambridge Judge Business School

Author: **Yasemin Y Kor**; Cambridge Judge Business School

Resource allocation is fundamental to both strategic management scholarship and business practice.

External Evaluators Learning? Exploration and Exploitation in Innovation and Regulator Routines

Author: **Francisco Polidoro**; U. of Texas at Austin

Author: **Kinde M. Wubneh**; U. of Texas at Austin

Existing literature has established the importance of organizational learning for successful innovation and organizational adaptation. Yet, given the importance of external actor in evaluating innovations, research has not fully examined if they experience learning in interactions with focal organization and its innovation activities; i.e. do external evaluators learn themselves? We argue that evaluative routines of regulators are differentially affected by focal organization exploratory product innovations, as compared with exploitation-based ones. Specifically, due to changes in routine adaptation necessary for the regulator, the focal innovation will take longer to be reviewed. This study also proposes that experience with serious errors in the focal product domain exacerbates the challenge in forming appropriate evaluation criteria resulting in even longer review times for the regulator. We test our arguments empirically on FDA medical device data between 2001 and 2017.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

TIM

Intellectual Property and Competitive Advantage (session 698)

What Explains the Economic Value of the Industrial Designs?

Author: **Maryam Zehtabchi**; World Intellectual Property Organization (WIPO)

Firms are increasingly utilizing Industrial Designs (ID) in order to build their competitive advantage. However, few insights are available on how IDs contribute to design innovation, business growth and economic development. Building upon the

While a major research stream in strategy has generated a well-developed understanding of the link between resource allocation and firm performance, we are yet struggling to understand why certain firms allocate their resources more dynamically – i.e., they adjust their allocations very strongly over time – while other firms keep their allocations quite persistent. Drawing on the concept of private information, we develop and test theory in order to address this puzzle in the literature. Results from our study indicate that those firms that are less diversified act more dynamically in terms of adjusting their resource allocation. In addition, our findings suggest that several critical factors related to the main stages of the process of utilizing private information moderate the diversification level–resource adjustment relationship, allowing highly diversified firms to reduce their agility disadvantages.

view paper (if available)

How Do Firms' Dynamic Capabilities Impact their Activities in Strategic Factor Markets?

Author: **Ipek Koparan**; Bentley U. - College of Business - Management Department

Author: **Ilgaz Tahir Arikan**; Kent State U.

Author: **Asli Musaoglu Arikan**; Kent State U.

Dynamic capabilities view underlines the necessity of systematic organizational change through effective upgrade and update on resource bundles. Dynamic capabilities cannot be readily acquired from the market but resources that define the composition and orchestration of such capabilities have been or are to be acquired from strategic factor markets. Organizational decisions pertaining to resource investments in SFMs, hence, inherently imprint dynamic capability development and deployment activities. In this paper, we strive to conceptually understand the coupling between strategic factor markets activities and dynamic capabilities. We argue that strategic factor market and dynamic capabilities function as complements and are inseparable in processes of addressing opportunities and threats. We further discuss that strategic factor market and reconfiguring capabilities interactively function to implement change and create economic value from ubiquitous

extensive literature on technological innovation covered by patents this study seeks to expand our knowledge on design innovation protected by IDs. The study uses a novel survey data of ID applicants to capture the determinant of economic value of IDs. The results show a positive correlation between value of IDs and their firm- and product-level intellectual properties. What is more, ID infringement and its speed are indicators are higher valued IDs.

view paper (if available)

Necessity is the Mother of Inventing Around: Edison's Lamp Patent

Author: **John Howells**; Aarhus U., Department of Management

Author: **Ron D Katznelson**; Bi-Level Technologies, Encinitas, California, USA

While some surveys and court cases refer to the practice of “invention around” or “design around,” it is an often-overlooked as a means by which patents promote economic development through competition. We provide the first detailed empirical study of inventing around patent claims in a study of how the enforcement of Edison's incandescent lamp patent in 1891-1894 stimulated a surge of patenting. Most of these patents disclosed inventions around to that circumvented the Edison patent claims by creating substitute technologies to enable participation in the market. Some of these patents introduced important new technology that became prior art for new fields. This indicates that invention around patents contributes to dynamic efficiency and that it is not necessarily duplicative research. Contrary to widespread understanding, the Edison lamp patent did not suppress technological advance in electric lighting. The market position of General Electric (“GE”), the Edison patent- owner, weakened through the period of this patent's enforcement.

view paper (if available)

Linkage of Patent and Design Right Data: Analysis of Industrial Design Activities

Author: **Kazuyuki Motohashi**; U. of Tokyo

resources, while strategic factor market and sensing and seizing capabilities complement each other to create value from rare resources. We also devise an exemplar pathway that comprises systematic processes on how organizational change is implemented through focusing on interactions between factor market and dynamic capabilities. We finally discuss theoretical arguments in the paper and extend future research directions.

[view paper \(if available\)](#)

Hands-Off or Hands-On? The Role of TMT Structural Attributes in Coordinating Knowledge Diversity (WITHDRAWN)

Author: **Nino Van De Wal**; U. of Antwerp

Author: **Bob Walrave**; Eindhoven U. of Technology

Author: **Victor Gilsing**; Free U. Amsterdam & U. of Antwerp

While knowledge diversity among a firm's inventors fosters potential for innovation, it also implies the attendant need for its coordination by a firm's Top Management Team (TMT). To address this issue, the purpose of this study is to investigate how three TMT structural attributes, namely its administrative intensity, hierarchical structure, and functional structure, shape such a coordination ability and how this moderates the relationship between a firm's knowledge diversity and innovation. Based on a unique microlevel and longitudinal dataset that includes 118 pharmaceutical firms, 2,720 top managers, and their 33,293 inventors and that covers the 2000–2014 period, we argue and show that the positive relation between knowledge diversity and innovation weakens with administrative intensity yet strengthens with a functional structure. This provides evidence in favor of a dual role for a TMT when coordinating knowledge diversity—one that entails a “hands-off” approach in the first phase of opportunity identification and a more “hands-on” approach in the second phase of opportunity execution. Implications for different bodies of literature and managers are discussed.

[view paper \(if available\)](#)

Author: **Kenta Ikeuchi**; Research Institute of Economy, Trade and Industry (RIETI)

In addition to technological superiority (functional value), attention to design superiority (semantic value) is increasing as a source of competitiveness in product market. In this research, we have created linked data set of utility patent and design patent information of Japan Patent Office to evaluate the design patent data as a source of understanding design innovation. First, machine learning was performed on a classification model for disambiguating the same person of the inventor / creator using data of patent right and design right applied to the Japanese Patent Office. By interconnecting the inventor's and creator's identifiers estimated by the learned classification model, we identified the design creator who also made the patent invention. Next, an empirical analysis is conducted to characterize the design created by an inventor of utility patent. As a result, about half of design patents are found to be created by the same person who is involved by utility patent. However, the division of labor of designer (a creator of design patent) and engineer (inventor of utility patent) is in progress, particularly for a large firm.

[view paper \(if available\)](#)

On the Planned and Emergent Use of Intellectual Property in the New Venture Creation Process

Author: **Sarah Gerlinde Van Santen**; Chalmers U. of Technology

Author: **Marcus Holgersson**; Chalmers U. of Technology

Research on both entrepreneurship and intellectual property (IP) has implicitly reflected the assumption that decisions around IP are part of a planned process in which IP is used to achieve certain goals, typically to prevent imitation. In light of the increasing prevalence of research advocating a different, strategic function for IP, this assumption is due a revision from a functional as well as a process perspective. This study attempts to tackle this issue through a multiple case study of new venture creation. The decision events and associated decision logics in the venture development process of seven digital technology-based startups were

Firm Performance After California's Refusal to Enforce Out-of-State Employee Non-Compete Agreements

Author: **Lauren E. Aydinliyim**; City U. of New York, Baruch College

Author: **Petra Christmann**; Rutgers U.

We empirically exploit a quasi-natural experiment of the California Supreme Court's decision to stop enforcing out-of-state employee non- compete agreements. Applying resource-based theory, we conceptualize this legal change as allowing unique access to a strategic factor market for human capital (i.e., out of state employees subject to non-compete agreements). This access results in California firms experiencing a mean cumulative abnormal returns of 2.53% in the three days immediately following the court decision. Moreover, this increase is strongly influenced by both labor market and firm-level factors. Specifically, firms currently facing high in-state labor market competition particularly benefit from this newly available labor pool. Firms already employing large numbers of knowledge workers and those with high research and development intensity also experience increased stock market returns.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

mapped to discover patterns in the logics driving different IP decisions taken during the development of the venture. The theory of causation and effectuation, representing respectively planned and emergent processes, is used in this research to study the dynamics of decision logics through the development of new ventures with regard to IP decision-making. We find that IP decisions are both planned and emergent. They feature in all stages of venture creation both to find goals and pursue them, to articulate new value propositions as well as protect competitive advantage arising from said value propositions. This research introduces a new perspective on the role of IP as a formative element in the venture creation process and challenges assumptions regarding the process by which IP decisions are taken, contributing to more fine-grained insights about the function of IP for entrepreneurial ventures.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

TIM

Knowledge, Individuals & Governance (session 699)

Assessing Design Thinking's Impact

Author: **Jeanne Liedtka**; U. of Virginia

Author: **Kristina Jaskyte**; U. of Georgia

Design Thinking is a methodology of growing interest to both management scholars and organizations, yet little rigorous research on its efficacy in practice has been conducted, though anecdotal reports of success are numerous. This article reports on the development and preliminary testing of a new instrument aimed at identifying

ENT

Developing Entrepreneurship (session 679)

The Impact of Socio-Political Crises on the Early Stages of Entrepreneurial Ecosystem Formation

Author: **Ying-Che Ali Hsieh**; National Tsing Hua U.

Author: **Gustavo Cespedes Hurtado**; National Tsing Hua U.

Author: **Li-Hsiang Yi**; National Tsing Hua U.

Entrepreneurial ecosystems have become a popular topic of interest amongst researchers and scholars due to their unique characteristic of being born from natural social interactions. Previous

more systematically the outcomes associated with use of the design thinking methodology. It encompasses multiple level of analysis and identifies a significant set of effects at individual, team, organizational and system levels. It also suggests the presence of a small number of “super practices” that hold the potential for maximizing the effectiveness of the methodology across the different outcomes, and offers preliminary insight into what degree of competence is necessary to achieve them. Finally, it offers initial support for a framing of design thinking as a “social technology,” rather than merely a set of attitudes, tools and processes. In doing so, it begins to address what has been a universally acknowledged gap in the literature and is an important challenge for practitioners as well: the development of more systematic, quantitatively rigorous assessments of DT’s impacts in practice.

[view paper \(if available\)](#)

Leading for Innovation: A Science Mapping Perspective

Author: **Katharina Hoelzle**; U. of Potsdam

Author: **Robert Rose**; Hasso Plattner Institute

Author: **Valeska Joya Maul**; Hasso Plattner Institute

In this study, we map the landscape of research on the relationship of leadership and innovation using bibliometric and text-mining analyses based on a selection of 404 published records. Although the influence of leadership behaviors on creativity and innovation outcomes in organizations has received a great deal of research attention, the published body of knowledge is considered to be fragmented, drawing from various colleges of knowledge across multiple disciplines. Whereas recent integrative endeavors substantially progressed the field, no attention so far has been directed to characteristics of the knowledge base itself. Therefore, we aim to identify which journals, articles, research strategies, authors, and topics characterize research on the relationship of leadership and innovation through analyses of (co-)citations and topical foci (1999–2019). By providing a systematic science mapping assessment of the intellectual and conceptual structure of this interdisciplinary research field, we hope to inform future consolidating efforts.

researchers have studied the undergoing mechanisms that facilitate the creation of these ecosystems in different societies. However, not all ecosystems behave the same way, due to differing environmental conditions for development. This study tries to explain the main characteristics, actors, and ecosystem relationships observed in a nascent entrepreneurial ecosystem present in a hostile environment provided by socio-political crisis. The research is based on 11 real- life cases of entrepreneurs who have survived a crisis period in Nicaragua and, at the time of this research, are struggling with the unusual behavior of the ecosystem. The conducted interviews provide enough data to suggest a mechanism which will help future scholars or entrepreneurs to understand the number of developmental stages an ecosystem needs, and the processes developed in each one of those stages under circumstances of socio-political crisis.

[view paper \(if available\)](#)

‘In Courts We Don’t Trust’: Institutional Framework in the Context of Developing Economy

Author: **Kingsley O. Omeihe**; Edinburgh Napier U.

Author: **Veronica Gustavsson**; U. of the West of Scotland

Author: **Ibiyemi Omeihe**; U. of the West of Scotland

Author: **Isaac Oduro Amoako**; Liverpool John Moores U.

Author: **Mohammad Saud Khan**; Victoria U. of Wellington

In this paper, we examine with particular interest the mechanism of trust in Nigeria’s unique socio-economic landscape. This becomes pertinent as formalised institutional arrangements such as courts and legal structures appear to be underdeveloped. We theorise by drawing on the concept of institutional rivalry as it presupposes an understanding of alternative institutional forms operating in parallel to deficient formal institutions. Guided by the investigation of 36 exporting Nigerian SMEs, we reveal how entrepreneurs were found to rely on cultural specific relationships to address the limitations of weak and deficient state backed institutions. At its centre, we describe how entrepreneurs relied on indigenous institutions such

[view paper \(if available\)](#)

An Integrative Model of Expertise when Introducing Advanced Digital Systems at Work

Author: **Anna-Sophie Ulfert**; Goethe-U. Frankfurt
Author: **Sonja Scherer**; Goethe-U. Frankfurt

Based on research from human factors, human computer interaction, and educational psychology we developed a framework of the role of expertise when introducing advanced digital systems at work. The framework differentiates, on the basis of technical and domain expertise and further distinguishes between objective expertise and subjective expertise perceptions (e.g., self-efficacy). A review of literature on humans interacting with digital systems reveals the strong influence of expertise (technical/domain as well as objective/subjective) on user reactions (technology acceptance, trust in technology, and technostress). Based on this review, we suggest propositions that explain the interrelationships of expertise as well as its effects on system interaction in the workplace. Finally, we conducted expert interviews with practitioners (N = 10) to further examine the framework. We identified that especially in the introduction phase of advanced digital systems, technical expertise, and particularly subjective expertise, is most important. In later stages, this relationship shifts with domain expertise becoming increasingly important. However, the effect of expertise on user reactions highly depends on environmental factors such as the level of specialization of the employee's role as well as task characteristics.

[view paper \(if available\)](#)

How Does Ideology Impact the Design of Algorithmic Governance?

Author: **Nicholas MacGregor Garcia**; New York U.

Algorithmic management and algorithmic governance have emerged as prominent topics of concern over the past decade. The notions of algorithmic management and algorithmic

as ties to family and kinship, chieftaincy, religion and trade associations in resolving disputes during exporting. The findings reached in this study provide well founded and valid insights into the role of trust within Nigeria and other parts of Africa.

[view paper \(if available\)](#)

Preceding Reputation: A Stakeholder Perspective on Pre-Reputation Signals of Nascent Ventures

Author: **Carolin Johanna Waldner**; Heinrich-Heine U. of Dusseldorf

Author: **Jurgen Willems**; U. of Hamburg

Even though the emergence of reputation is a long and cumulative process, each stakeholder immediately has impressions of an organization. To understand how early impressions of nascent sustainable ventures are formed, we apply an abductive reasoning strategy and identify two cognitive frames that influence stakeholder perceptions: (a) the individual's prioritization of the character or capability perspective of reputation (prioritization of perspective), and (b) the individual's ability and willingness to compare their impression (ability to compare). Further, we find three types of pre-reputation signals that stakeholders receive and interpret based on their individual cognitive frames, i.e., character signals, sustainability signals, and performance signals. By discussing these signals and the cognitive frames of stakeholders in a framework of pre-reputation signals, we fill an important gap in research on reputation emergence, advancing the understanding of how early impressions of individual stakeholders can shape organizational reputation.

[view paper \(if available\)](#)

Structuring Flexibility in Entrepreneurial Teams

Author: **Eva Weissenboeck**; TUM School of Management, Technische U. München

Author: **Nicola Breugst**; TUM School of Management, Technical U. of Munich

Author: **Anna Brattstrom**; Lund U.

In an inductive multiple case study of six early stage

governance are particularly salient in the age of platform ecosystems and flatter hierarchies enabled by IT's affordances (Turco, 2016). Public attention algorithmic management often focuses on concerns of programmers and designers "encoding their biases and assumptions" into the design of social-technical systems. This research seeks to uncover how designers' assumptions and ideologies impact the design of algorithmic governance systems. Prior research predicts that top-down "managerial" logics would be encoded into the design, resulting in feuding or "loose coupling" by end-users who refuse to be controlled (Berente & Yoo, 2012). However, in my empirical setting, I identify the emergence of a "bottom-up" governance design that was heavily influenced by multiple logics and points of view. While prior research has tended to black-box the impact of "ideological work" on the design and implementation of information systems, my data speaks strongly to this being a central element of the design process. Drawing on a six-month ethnographic study of a community of blockchain developers, I ask: what roles do ideology and worldview play in the design and implementation of algorithmic governance systems?

[view paper \(if available\)](#)

Asynchronous

THEME RESEARCH DISCUSSION PAPER SESSION ASYNCHRONOUS

entrepreneurial teams, we explore why some entrepreneurial teams persevere with their venture ideas, while other teams engage in a pivot. Comparisons of the cases reveal that the variation is due to how entrepreneurial teams organize their teamwork in spaces as well as the ability to modularize the venture ideas. Teams that enact idea inflexibility are not able to modularize their venture ideas, as they solely meet within purposeful spaces, in which they have conversations about pre-defined topics. In contrast, entrepreneurial teams that enact idea flexibility and are thus able to adapt their ideas enable discussions in open spaces in addition to meeting in purposeful spaces. Within these open spaces, the teams achieve idea modularization. Overall, the notion of idea (in)flexibility has consequences for how entrepreneurial teams cope with setbacks. We propose an emergent model explaining how entrepreneurial teams work together to develop their venture ideas and how this has an impact on the team.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION ASYNCHRONOUS

ENT

Effectuation and Resources (session 681)

How Nascent Projects Acquire Resources to Launch (WITHDRAWN)

Author: **Celina Smith**; EMLYON Business School

Prior research has tended to focus attention on temporary projects once they have already been established. This is a problem since it misses the challenge of resource attainment during the critical pre- project phase that leads to temporary project establishment in the first place. While networks are viewed as a key mechanism leading to resources it remains unclear how these can be attained when those seeking to launch new temporary projects are themselves new to project business and face

ENT

Gender, Ethnicity, and Immigration (session 680)

Female Entrepreneurship, Female Employment, and Productivity

Author: **Bach Nguyen**; Aston Business School

Female underperformance hypothesis, which states that female-run businesses are smaller, earn humbler profits and revenues, and make indistinct contributions to the economy may not be completely correct. In this study, we argue that while female-run businesses may be smaller and perform worse in terms of economic outcomes, their productivity levels may be higher. Also, drawing on the productivity literature, management literature,

constraints in building key ties as a result. Drawing on 123 nascent projects developed by six newly-formed independent television production companies in the UK our qualitative study finds that they can enhance their prospects of establishing new temporary projects by engaging in one of four behavioural strategies labelled as counter-fate behavioural strategies. This study contributes to research by focusing attention on the neglected pre-project stage of temporary project development. We show how by exaggerating the interest of key ties, paying attention to the sequence in which they are formed, and manipulating the opportunism of potential resource holders they can help to counter some of the inertial constraints that they face. Our work further draws attention to how a coordination role is used as a source of change; and highlights the conditions under which each behavioural strategy may become salient.

[view paper \(if available\)](#)

The Effectuation Dynamics: The Identification-Cognition-Empowerment Perspective

Author: **William Lin**; WISKEY CAPITAL/ National Taiwan U.

This paper investigates effectuation dynamics, the key different decision-making logics, under the uncertainty on starting new ventures are hybrid by both of causal and effectual reasoning. Many entrepreneurial teams adjust their cognitive styles based on the different challenges they face during the new venture life cycle. Due to the high uncertainty (short life cycle and high competition) of app economy, we choose the new venture firms are in app business and also adopted for a given app affects app performance as measured by the database of apps. Using data from 71 in-depth interviews with 28 executive members, we recorded 179 key decisions chronologically and examined the pattern of decision-making processes. Drawing on the identity-cognition-empowerment perspective, our examination supported the effectuation dynamics, as constructed from entrepreneurs' and industry social exchange mechanisms with effectuation principles and explored how the transitions between the two decision-making processes impact start-up teams. We show how new venture firms empower structurally embedding

and liberal feminist theory, we explore the productivity of firms of different combinations of entrepreneurs' gender and employee's gender. Results reveal that females work best when they work together (i.e., when female entrepreneurs run firms with a higher rate of female employees). This study thus supports the female superior productivity hypothesis.

[view paper \(if available\)](#)

Women's Entrepreneurship and Political Engagement: The Impact of the Arab Spring (WITHDRAWN)

Author: **Sophie Alkhaled**; Lancaster U. Management School

With the Arab Spring sweeping across the Middle East and North Africa, combined with a global renewal of the women's movement, feminist organising and activism is as timely now as it has ever been. This paper conceptualises feminist affective solidarity in the Middle Eastern context of Saudi Arabia. The research is a longitudinal study, which includes interviews with 16 Saudi women between 2010-2019 exploring their infrapolitical activism and feminist affective solidarity as entrepreneurs. Based on the situated and contextualised understanding of feminist affective solidarity in Saudi Arabia- where women's activism has been morphed into a form of "Western" neoliberal transgression against the Islamic country and patriarchal traditions- the research investigates how feminist solidarity takes place, with a specific focus on uncovering the legitimate infrapolitical practices that Saudi women employ in order to engage in feminist solidarity and political activism through entrepreneurship. The findings highlight the essential role of the situated historical, social, political and economic context that impacts women's opportunities for activism and feminist solidarity in the movement, while appreciating the paradoxical roles they are meant to uphold, as the "ideal Islamic woman", maintaining legitimacy for the monarchy and the state, and the symbol of "modernity".

[view paper \(if available\)](#)

their transactions, negotiating and financing capabilities, which enable firms to use social mechanisms for adapting, coordination and safeguarding. Our observations also suggest an evolving intelligence on strategic decision-making, demonstrating how effectuation and causation logics are combined, and how entrepreneurs emphasis by integrating and synthesizing transaction cost economics and social network theory.

[view paper \(if available\)](#)

Effectuation or Causation? Configurational Causes of Entrepreneurial Logic

Author: **Jie Wang**; Nanjing U. School of business

Author: **Qin Wu**; School of Business, Nanjing U.

Author: **Zhuohui Wu**; Nanjing U. School of business

More entrepreneurs are increasingly interested in such a way of “crossing the river by feeling the stones” to realize rapid iteration of enterprises. In this study, we explored simultaneously impacts of entrepreneurial experience, environmental uncertainty, organizational slack and centralization of decision making on entrepreneurial logic. To do so, we then use clear-set approach to qualitative comparative analysis (csQCA) to compare the different configurations affecting effectuation and causation under an integrated perspective. Our findings suggest that entrepreneurs preferred to use causation logic for decision-making while the level of environmental uncertainty is low. Whereas, when the environmental uncertainty is higher, entrepreneurial experience, organizational slack and decision concentration become the decisive factors for entrepreneurial logic. As such, this study offers novel theoretical and empirical insights to scholars as well as implications for practitioners.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

DISCUSSION PAPER SESSION

Outsiders' Eyes: How Do Immigrant Entrepreneurs Uniquely Recognize Entrepreneurial Opportunities?

Author: **Sadi Koray Demircan**; Discussion Paper Sessions

This study contributes to the literatures on opportunity recognition and immigrant entrepreneurship through an inductive content analysis of entrepreneurial journeys of immigrant entrepreneurs in the Boston area. The abduction between literatures on both opportunity recognition and immigrant entrepreneurship and the categories stemming from the data inform the provided theoretical model that explicates the opportunity recognition process of immigrant entrepreneurs. The theoretical model accentuates the role of meso context, embedded in a macro institutional environment, as a provider of external motivators, external resources and opportunities and manifests the role of individual level idiosyncratic internal motivators, internal resources and human and social capital within this meso context during the opportunity recognition process. The categories stemming from the data highlight that cognitive comparisons that immigrant entrepreneurs engage with due to their exposures to multiple contexts can serve as internal motivators. The increased variability infused to opportunity recognition research by studying how immigrant entrepreneurs recognize opportunities contributes to both generic theories on opportunity recognition and immigrant entrepreneurship literature.

[view paper \(if available\)](#)

Contemporary High-Skilled Mexican Immigrant Entrepreneurs in the U.S. (WITHDRAWN)

Author: **Elizabeth Salamanca**; Department of International Business, UDLAP

Author: **Jorge Alcaraz**; Pontificia U. Javeriana Cali

The number of Mexican entrepreneurs relocating to the United States has significantly increased during the last decade and their profile, as well as that of their businesses, have changed. This study develops

a typology of Mexican migrant entrepreneurs living in the U.S., and of the business ventures that they undertake, and it determines the association between the entrepreneurs' profile and the kind of businesses they create. The research follows both a qualitative approach based on the Gioia methodology and a quantitative method based on correspondence and multinomial analyses. Results show that high skilled Mexican entrepreneurial migration involves a heterogeneous group of people whose resources, motivations and pre-migration conditions are different. Likewise, this study objects to the perception of these migrants as a group of people who integrate seamlessly into the host society, highlighting the limitations imposed on these migrants by the institutional context surrounding them.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

14:30 EDT - 17:30 EDT

Sunday, 9 August

IM

International Management Division Executive Committee Meeting with Division Committees (session 700)

Asynchronous

MEETING

ASYNCHRONOUS

14:30 EDT - 15:30 EDT

Sunday, 9 August

TIM

TIM Best Dissertation Presentations (session 701)

Asynchronous

MEETING

ASYNCHRONOUS

15:00 EDT - 17:30 EDT

Sunday, 9 August

CMS

CMS Business Meeting (session 703)

Asynchronous

MEETING

ASYNCHRONOUS

15:00 EDT - 17:00 EDT

Sunday, 9 August

PNP

PNP Division Academic Journal Editors' Panel (session 223)

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

AAT

Broadening our Sight to a Living Systems Perspective: A New Core Organizing Logic for the Era of the (session 221)

This symposium takes off from David Korten's observation that 'We are living beings born of and nurtured by a living Earth,' and brings together leading thinkers, including Korten, to broaden our academic 'sight' on how developing a living systems approach to organizing might shift the core organizing logics of management and economic theories. Viewing human and socio-ecological systems, and, indeed, reality, as living entities means broadening our sight to taking in what Claus Weber calls an enlivenment (versus enlightenment) perspective that can help shape new cultural understandings as well as new organizing frameworks. David Korten, who will serve as keynote speaker, argues for an ecological civilization that could create better balance, innovation, and creativity, while simultaneously providing sufficiency. He will discuss the need to assure that all businesses are accountable to and serve the well-being of the community in which they do business. Commentator/panelist Andrew Hoffman will examine the institutional frameworks around which a cultural shift as broad and sweeping as the Enlightenment of the 18th century is underway. Chris Laszlo will highlight the power of direct intuitive practices in what he terms quantum leadership to transform consciousness. Michael Pirson will bring the lens of humanistic management to the question of how living systems theory can enhance both management and economic practice. Sandra Waddock will discuss principles of what gives life to systems in the interest of advancing living systems theory.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

PRACTICE

RESEARCH

THEME

CM

CM Coffee House: Talking about Race – Moving from Conflict to Conversation (session 1913)

Join your friends and colleagues for our CM Coffee House – an opportunity to talk about how to talk about race and diversity. David Brown is a leader in diversity and inclusion, both in the university and across Philadelphia, in the academy and the community. Come for a casual event with an inspiring conversation.

Real-time Open

LIVE - OPEN

SOCIAL EVENT

TLC

A New Teaching Format: Video Case Textbook - Video Case Studies Part 1 (session 224)

The session will focus on a newly-developed teaching format, using stand-alone video case studies that are structured similarly to a textbook. Films and videos are thought to enhance learning outcomes as they are aligned with learning and communication patterns of the “digital” student generations Y and Z. Video case studies can therefore enhance Generation Y and Z students’ engagement, while creating a learning space more suitable for their changing learning needs. In this new teaching format, textbook chapters are represented by videos narrated by a company executive. They are complemented by videos that explain the theories and frameworks underpinning the case study.

TLC SESSION SPONSOR



Real-time Open

LIVE - OPEN

TEACHING

SYMPOSIUM

IM

AAT

Broadening our Sight by Expanding our Horizons: The Future of Intercultural Competence Research (session 704)

Asynchronous

INTERNATIONAL

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

OB

OB Division Executive Committee Meeting (session 702)

Real-time Open

LIVE - OPEN

MEETING

TLC

Developing Student Resiliency and Creativity Through Improv (session 710)

This session will demonstrate how the use of improvisation, better known as improv, techniques and activities in the classroom can enhance important student outcomes, such as increased engagement, creativity, and participation, while reducing learning anxiety and creating a safe, inclusive learning environment. The session will include a brief overview of the philosophy and practice of improv, its benefits, and how it connects to critical soft skills that business students (all students!) need to successfully enter the workforce. However, the focus will be on doing improv activities and exercises, so participants can experience the value (and fun!) of improv first-hand.

TLC SESSION SPONSOR



Real-time Open

- LIVE - OPEN
- PRACTICE
- TEACHING
- SYMPOSIUM

TLC

Failure in Gaining Legitimacy - Preparing for What Entrepreneurs Fear the Most (session 707)

Failure experience in any aspect of life is often dramatic. Thus, people tend to try to minimise or deny their own failures. At the same time, failure cannot be completely avoided - especially in environments associated with high uncertainty. Considering the fact that the most recognised traits of entrepreneurship include notions of high uncertainty and ability to handle risks, failure experience should be seen as an integral part of the entrepreneurial process. Failure is, by definition, a negative experience, but if it is treated properly it can bring positive outcomes such as unique learning experiences. However, not all failures are well suited for learning. Terminal failure such as bankruptcy or insolvency can be emotionally overwhelming and can hinder learning. However, small failures at early stages of company development can be used as learning tools. Failures in the legitimization process often happen early and present good a good opportunity to learn and apply new knowledge at further stages of company formation.

TLC SESSION SPONSOR



Asynchronous

- INTERNATIONAL
- PRACTICE
- RESEARCH
- TEACHING
- THEME
- SYMPOSIUM
- ASYNCHRONOUS

TLC

Got 20 Minutes of Extra Class Time? Get Your Student Project Teams Off to a Great Start! (session 708)

TLC

Integrating STEM and Sustainability into Business Curriculum: Design, Development, and Evaluation (session 706)

TLC SESSION SPONSOR



IVEY | Pub

Asynchronous

THEME

SYMPOSIUM

ASYNCHRONOUS

Granting agencies are interested in funding discipline-spanning issues such as STEM and sustainability. However, a recent study found that both are notably absent from business curriculum.

This presentation will discuss the design, development, implementation, and evaluation of STEM-based sustainability within a business context. Participants will engage in hands-on activities meant to provide them with the resources and research-based evidence to pursue grant funding and/or to develop STEM and sustainability curriculum.

TLC SESSION SPONSOR



IVEY | Pub

Asynchronous

PRACTICE

RESEARCH

TEACHING

SYMPOSIUM

ASYNCHRONOUS

TLC

Management Education Across the Borders: Focus on Distributed Learning (session 705)

In this interactive workshop, we go beyond traditional technologies and methods commonly discussed by scholars and practitioners who utilize distributed learning for bringing together geographically-spread learners. Based on our experience delivering distributed learning practices in management courses among students in four transnational campuses of one of Australia's largest universities, we will practically demonstrate to the participants the benefits and challenges of using two-way and multi-way distributed learning in transnational education. As result of participation in this workshop, participants will appreciate challenges and learning opportunities of distributed learning in transnational environments and geographically-spread locations, receive practical lessons on learners engagement in active and deep learning using distributed learning in a cross-cultural environment, and address future implications of using action-based learning and designing assignments to maximize the benefits of distributed learning.

TLC

Towards a New Understanding of Design Thinking in Business Education (session 711)

This session is a practical experience for attendees who are interested in promoting an innovative pedagogy that mediates the design thinking learning process. We present a pedagogical activity that attempts to unify two distinctive discourses related to design thinking. On the one hand, the traditional design thinking approach defines the way designers think and work. On the other hand, the management discourse considers design thinking as a method to innovate and create value. We argued that game-based learning could be a mediating pedagogy that attempted to bring balance to these views in teaching and learning practices. We suggest a game-based pedagogy that encompasses both game play and game design activities. We discuss our pedagogical approach and the preliminary findings that demonstrate how a cognitive perspective in design thinking could be combined with an experiential, playful, and authentic learning processes embedded in a business simulation. We suggest that this approach is authentic, experiential, and playful; characteristics distinct from traditional

TLC SESSION SPONSOR



IVEY | Publishing

Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

approaches in design thinking teaching and learning practices based on prescribed methods and tools.

TLC SESSION SPONSOR



IVEY | Publishing

Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

TLC

Wizards and Warriors: Infusing Leadership in Management Education (session 709)

This workshop uses Bolman & Deal's (2011) leadership frames to broaden teaching and learning perspectives beyond management roles of analysis and caretaking to encompass leadership roles of "warriorship" and "wizardry." The latter are often ignored or rejected, and rarely embraced, despite their utility in VUCA environments (Bolman & Deal, 2011). Beyond this utility, such broad and encompassing perspectives are necessary for stewardship around ethical management issues as environmental sustainability, human rights, community development, social justice, and economic disparity.

TLC SESSION SPONSOR



IVEY | Publishing

Asynchronous

PRACTICE

TEACHING

THEME

SYMPOSIUM

ASYNCHRONOUS

15:30 EDT - 17:00 EDT

Sunday, 9 August

TIM

TIM Executive Committee Meeting (session 713)

Asynchronous

MEETING

ASYNCHRONOUS

TLC

Designing and Implementing Video Cases in the Management Classroom: Opportunities and Challenges - Video Case Studies Part 2 (session 225)

In recent times, video case studies have increased in popularity as a tool to improve student learning and engagement, but their use in management teaching to date is limited. In this session, we will describe how we created and implemented video cases in our undergraduate Organizational Behaviour course. We will explain the value of short situational video cases as a teaching tool, share our experiences designing and implementing several video cases, and provide participants with best practice principles and tips to create their own video cases.

TLC SESSION SPONSOR



Real-time Open

LIVE - OPEN

TEACHING

SYMPOSIUM

MH

Management History Division Executive Meeting (session 722)

Asynchronous

MEETING

ASYNCHRONOUS

OB

GDO

We Got by with a Little Help: Recent Perspectives on the Academic Job Market (session 228)

The academic job market can be ambiguous, tumultuous, and downright frightening – doubly so for those on the market for the first time. In an increasingly competitive field, job seekers must navigate the market gauntlet from the submission of their first application through the eventual negotiation of a contract. The purpose of this professional development workshop (PDW) is to reduce some of the inherent ambiguity of the job market by providing recent perspectives on a variety of job market topics and to create an interactive and inclusive space for prospective job seekers for the 2020 cycle and beyond. This interactive session will be comprised of two parts. First, five individuals who were on the job market in 2018-19 will give short presentations on key aspects of the job market, such as the application process, selling oneself as an excellent researcher/teacher, and campus visits. Second, attendees will participate in interactive roundtables led by individuals who were on the job market in 2019-20. Round table topics will be more specific than the presentations and will include finishing your dissertation, being an international student on the market, handling mental health, and crafting application materials. At the end of our session, participants will be provided with a Google spreadsheet of contact information (collected through pre-registration) in order to build their networks and foster a more lasting connection with presenters, roundtable leaders, and each other.

This PDW is intended for current students expecting to be on the 2020-21 or 2021-22 academic job market and is limited to 60 attendees. Email organizers Karen Landay (karenmichellelanday@gmail.com) AND David Arena (davefarena@gmail.com) with your name, affiliation, year in program, and expected market year.

Real-time Open

LIVE - OPEN

RESEARCH

THEME

DIVERSITY

PDW (WORKSHOP)

CMS

Decolonizing Bodies, Subjects, and Epistemologies in Management Studies (session 714)

The session brings together articles and authors that examine knowledge from various angles, but especially bringing places, bodies, and people to interrogate standing theories in management critically.

Stateless People, Organisation & Management of Genocide & Humanitarian Crisis: Rohingya & Rights (WITHDRAWN)

Author: **Fahreen Alamgir**; Monash U.

Focusing on the Rohingya community, this paper interrogates what political, economic, social, and cultural conditions enable state and civil society actors, including the United Nations, to reconfigure the lives of a community, and how interlocked practices of these institutions legitimise genocide – institutionalised killings, dispossession, and death. I argue how a militarisation process and militarism have created a particular state structure that interacts with civil society actors and ruling class factions, produces ethno-nationalism and ethno-religiousism, and simultaneously normalises and legitimises genocide, regardless of the form of political regime – national-populist, military, transition to democracy or democratic state. The article opens up an analytical space by reflecting on regimes and modalities of human rights – investigating what the way rights are facilitated – or not – tells us about the actor and thereby wherein the global management of humanitarian crisis is grounded. Key words: Internally displaced people, stateless people, refugee, violence, militarism, and militarisation

view paper (if available)

The Contributions of Decolonial Feminism: Creating Space for Global South Women to 'Speak Back' (WITHDRAWN)

Author: **Jennifer Manning**; Technological U. Dublin

In this paper I provide insight into how the voices

GDO

Culture and Inclusion (session 718)

Embeddedness and Retention of Low Status Self-Initiated Expatriates – The Role of an Inclusive Climate

Author: **Sebastian Stoermer**; TU Dresden

Author: **Samuel Davies**; U. of Liverpool Management School

Author: **Jakob Lauring**; Aarhus U.

As the number of self-initiated expatriates increases, the need to integrate them well into the new workplace becomes more pertinent. This directs the attention towards those among them who have often been described as most weakly positioned in labor markets, namely foreign national women and individuals from low status countries. Therefore, drawing from social identity theory and the double jeopardy hypothesis, the present study examines a perceived organizational inclusion climate as a pivotal predictor of self-initiated expatriates' (SIE) organizational embeddedness. Most importantly, we elucidate for whom a perceived organizational inclusion climate might be most critical and examine SIE gender and nationality prestige as indicators of minority status in the workplace. Analyses based on the data of 262 SIEs in Europe show that perceptions of working in an inclusive organizational climate relate positively to organizational embeddedness and subsequently turnover intentions. Supporting our hypothesized model, this mediated effect is conditional and stronger for female SIEs and SIEs with low nationality prestige.

view paper (if available)

An Intersectional Exploration of Ethnic Identity, Class, and Inequality in a Multiethnic Context

Author: **Chidozie Umeh**; Queen Mary U. of London

Author: **Nelarine Cornelius**; QMUL

Author: **James Wallace**; U. of Bradford

In this article, we examine ethnicity, class/status, (ethnic) identity, and inequality from an intersectional perspective in two organizations in a

In this paper, I provide insights into how the voices and agency of women in the Global South have become silenced and how the discourse about Global South women presents them as the Other, a homogenous group of women characterised by their feminine gender and their being 'Third World'. Within the management and organisation studies (MOS) discipline, the lives and work of those in the Global South are framed by the gaze of the West, imposing a sense of superiority and perpetrating their Otherness. Moreover, the voices and lived experiences of indigenous Global South women are often ignored and the full contribution they can make to MOS is under-theorised and under-researched, thereby under-valued. As a result, little is known about how these women construct their identity as women and their work and organisation/organising experiences in the context of their social, cultural and historical location. In this paper, I challenge this colonial tradition by introducing decolonial feminist theory to address the silenced voices of women from the Global South and provide a space for Global South women to become producers of knowledge and a visible part of the discourse about work and organisation/organising. Decolonial feminist theory recognises Global South women's capacity of for intellectual autonomy and their capability to create and organise. By this means, this theoretical perspective embraces meaningful engagement with women whose voice and agency has been removed and facilitates the production of knowledge from the perspective of Otherness, specifically the gendered colonial difference.

[view paper \(if available\)](#)

Organisation: A Decolonial Interpretation

Author: **Nimruji Jammulamadaka**; Indian Institute of Management, Calcutta

In the pursuit of decolonizing MOS, extant work still operates from a Western frame of what an organization means. As such within decolonial discourse communitarian organizing is contraposed to concepts of efficiency, effectiveness, strategy, etc are implicitly assigned to and associated with Eurocentric meaning of organization/organizing and rejected. This prevents the possibility of decolonizing organization/organizing and developing plural understandings of these and

multi-ethnic developing country. Inequalities and bounded/literal identity categories - such as gender, race/ethnicity, and class/status - and their interlinkages have been widely studied in organizations in the global North. However, how intersecting bounded and symbolic identity categories may (re)produce and legitimise inequalities in organizations in the global South, specifically in multi-ethnic contexts, remain under-researched. From analyzing vignette and interview data through an intersectionalist lens, we introduce a construct, symbolic identity differentiation, and advance two key findings. The suggests that how individuals construct identities in ethnoculturally diverse contexts, ad in effect the ethnocultural landscape, is changing. The second posits that managing diversity and inclusion in organizations in the global South is contingent on how individuals make meaning of inequalities through perceptions of status, and how they experience their identities, symbolically, as well as literally in these settings.

[view paper \(if available\)](#)

Maori Scientists Experiences of Work: The Cultural Double-Shift and the Drivers and Consequences

Author: **Jarrood Haar**; Auckland U. of Technology

Author: **Willy-John Martin**; Callaghan Innovation

This paper explores Maori, the indigenous people of New Zealand, and the role that cultural factors play on work experiences of Maori Scientists, given their limited number but growing legislated sector demands around cultural engagement. This paper seeks to understand the drivers and consequences of the unique pressures and demands on their work time. In study one, we interviewed 12 Maori scientists around their work experiences which identified cultural factors as a significant job-related pressures and themes around whakawhanaungatanga (relationship management), kawenga (responsibilities), and taumaha (workload). In study two, we used a three-wave study design with a large cohort of Maori Scientists and find commonality with study one themes, but also more detailed themes emerged around aheinga tangata (human capacity), tikanga (correct practice), hauora (wellbeing) and umanga takaware (career disruption). Ultimately, we classify these pressures

cognates concepts such as efficiency and strategy. This paper through the study of two exemplars, one of a strategic planning workshop for NGOs and second a communitarian NGO suggests an alternate meaning for organization as community

enmeshment. A community enmeshment does not treat individual and organization as ontologically prior and distinct from each other. Organisation and community are thus relationally constituted. Organisation as community enmeshment is also functional where function preserves human dignity and freedom.

[view paper \(if available\)](#)

Theory 'Against' Tyranny: Decolonizing Management Scholarship with Freire (WITHDRAWN)

Author: **Maria Fernanda Rios Cavalcanti**; FGV-EAESP

We explore how the premises of Freirian pedagogy both embody fundamental assumptions of the decolonial project and reframe the general role of theory for management scholarship. We claim that this approach offers a plausible alternative for challenging the tyrannies of our times inside and outside B-schools, as it battles passivity (silencing) both inside classroom and within the legitimating machine of management thought. We argue that this is a necessary venture as epistemic violence has been a constituent part of management thought, and tyranny/oppression is present whenever there are continuous and systematic ways in which multiple voices and alternative forms of knowledge are either constructed as invisible, prevented from entering management literature and practice or are denied legitimacy within this field. We summarize five relevant premises of Freire's theory: (i) The oppressors cannot "free" the oppressed from their subjugated position; (ii) Only the oppressed can free themselves from this position; (iii) However, the oppressed may be so deeply immersed in this oppressive reality that they perceive it in a fatalist rather than a critical way (i.e. as an injustice that may be acted upon); (iv) Education (acquiring the right to one's own voice) plays a major role in both maintaining this immersion or in developing this so called critical view; (v) The educational process must be emotionally engaging through the mobilization of ambiguous feelings of indignation, outrage,

as mahi-rua (cultural double-shift) whereby Maori Scientists feel they must work two roles (work and culture) to do their job properly. The consequences are detrimental towards wellbeing and career. Finally, using study two data and a third study examining job descriptions/contracts, we find limited employer support for adequate engagement in cultural roles. We discuss the implications for employers and the sector.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

restlessness and hope. Finally, we conclude by presenting the three phases of Freire's methodology and a set of ten methodological guidelines that may be used in decolonial approaches to management scholarship.

[view paper \(if available\)](#)

Asynchronous

DIVERSITY

INTERNATIONAL

RESEARCH

ASYNCHRONOUS

DISCUSSION PAPER SESSION

HR

Learning, Teams, and Work (session 720)

Solidarity at Work During an Economic Crisis (WITHDRAWN)

Author: **Alexandros Psychogios**; Birmingham City U. Business School

Author: **Margarita Nyfoudi**; U. of Birmingham

Author: **Rea Prouska**; London South Bank U.

Author: **Leslie Szamosi**; U. of Sheffield International Faculty, CITY College

Author: **Adrian John Wilkinson**; Griffith U.

Solidarity behavior among employees is important to the effective functioning of organizations, particularly within the context of a crisis where adverse working conditions prevail. There is, however, a scarcity of knowledge in relation to the process by which solidarity behavior emerges in organizations. Using the lens of social exchange theory, this study examines how top-down employee communications and employee voice, as high-performance work practices, relate to horizontal (employee to employee) solidarity behavior. Based on two studies conducted within a year at the heart of the Greek crisis we found that the relationship between employee communications and horizontal solidarity behavior is mediated by employee voice. This paper advances our theoretical understanding of the construct of horizontal solidarity behavior, highlights the role of employee communications as an effective HR practice, and delineates the role of perceived employee voice in fostering support among co-workers and building

HR

Performance, Innovation, and Technology (session 719)

Finding Common Ground: HR Manager and Line Manager Alignment on Climate and Innovation Performance

Author: **Pingshu Li**; U. of Texas Rio Grande Valley

Author: **Zheng Zhao**; U. of Kansas

Author: **Jake Messersmith**; U. of Nebraska, Lincoln

Both HR managers and line managers play a significant role in implementing espoused organizational HR practices, yet these two entities often hold different views of both the intended and implemented practices within the organization. To date, the research literature is not clear about how either alignment or misalignment of the perceptions of these important groups affects HR practice implementation or downstream performance outcomes. Using HR system strength theory as a theoretical guide, this study leverages the concept of consensus amongst HR managers and line managers to determine if alignment affects the innovation performance of new product development (NPD) teams in the Chinese automotive industry. Specifically, the paper examines the effects of alignment on innovation performance through important mediating variables: climate for cooperation and climate for innovation. Drawing upon a sample of NPD units in 73 firms, we find that both innovative climate and cooperative climate are significantly higher when HR managers' and NPD managers' perceptions of HR practices are aligned rather than when they are misaligned. Under the condition of perceptual

workplace camaraderie.

[view paper \(if available\)](#)

Tensions as a Frame for Managing Work in Collaborative Workplaces: A Literature Review

Author: **Claudia Manca**; KTH Royal Institute of Technology, Dept of Industrial Economics and Management

Companies are increasingly implementing Collaborative Workplaces (CWs) to promote office collaboration and flexibility. Despite the rapid diffusion of CWs across industries and organizations, research findings suggest that their benefits often fail to materialize, due to the existence of tensions and contradictions that develop through the daily actions and interactions of workplace users. This literature review sheds some light on the development of tensions and contradictions in CWs by focusing on their implications for social relations at work. This review identifies the oppositional tensions that surface in CW research findings: flexibility vs. structure, fluidity vs. stability, and accessibility vs. privacy. In disclosing the underlying mechanisms, this study tied these tensions and their management to the autonomy-control paradox that emerges in CWs. It concludes by suggesting some approaches that are available to managers to deal with tensions and avoid inconsistencies.

[view paper \(if available\)](#)

Is it "You" or "Your Workplace" that Predicts Whether You Receive Training at Work?

Author: **Rafael Gomez**; U. of Toronto
Author: **Tingting Zhang**; Merrimack College

Using data from a unique 2016 cross-national survey of four English-speaking countries (US, UK, Australia, and Canada) where employees as well as employers were surveyed, we looked at the determinants of training within firms, including the presence of voice systems, both formal and perceived, in the workplace. The paper contrasts two classic theoretical formulations: the

misalignment, higher levels of innovative and cooperative climates are observed when NPD managers report higher implementation of HR practices than when HR managers report higher levels. Moreover, we find that innovative climate significantly mediates the relationship between HR practice perception alignment and NPD performance. A similar result was not found for cooperative climate. The findings further advance HR system strength theory and demonstrate the importance of managerial alignment in practice implementation.

[view paper \(if available\)](#)

HPWS and Entrepreneurial Performance: Revisiting "Revisiting Burns and Stalker"

Author: **Joonyoung Kim**; Cornell U.

Although a few published, firm-level, empirical studies have linked HR systems, or a set of systematic HR practices such as high-performance work systems (HPWS) to superior entrepreneurial performance, our understanding of this association is rather limited, and not many entrepreneurial firms are adopting such HR systems in reality. In this study, I use a longitudinal sample of private-sector South Korean entrepreneurial firms that are less than 10 years old to examine the impact of HPWS on entrepreneurial performance. Findings indicate significant relationships between HPWS and the sales revenue of entrepreneurial firms. These effects are moderated by environmental dynamism and organizational complexity, such that the positive effects of HPWS on entrepreneurial performance are stronger in dynamic and complex environments than in static and simple ones. Results contribute to ongoing efforts to understand how entrepreneurial firms might optimize their workforce and achieve superior performance. In particular, this investigation provides empirical insights into how formalized and routinized management practices such as HPWS may help entrepreneurial firms overcome the liability of newness that they must contend.

[view paper \(if available\)](#)

neoclassical/market approach predicts individual characteristics will have a larger determining effect on the allocation of training and the development of voice than institutions (at the firm or industry level); the traditional institutional economic/industrial relations approach favors the structural characteristics present at the industry and firm level, plus the nature of the job itself, as the major predictors of training. As we predicted, firm characteristics explained more variations in training and voice than individual characteristics. Interestingly, however, voice turned out to be the main determinant of on-the-job training.

[view paper \(if available\)](#)

Mapping the Science on Learning as it Relates to Work: A Cross- Disciplinary Bibliometric Synthesis

Author: **Maud Van Den Oetelaar**; U. of Amsterdam

Author: **Ramon Wenzel**; Curtin U.

Author: **Colin Idzert Sarkies Lee**; Amsterdam Business School, U. of Amsterdam

Learning as it relates to work is one of the most central and enduring topics in management research and practice. Few concepts have enjoyed as wide acceptance or provided as much leverage. The science on learning for, at and from work has expanded greatly and embraces a vast plurality of theories, units of analysis, and methodological and practical means. As a result, relevant research is embodied in a variety of academic disciplines and fragmented literatures. This paper thus identifies and visualizes the topic content and intellectual structure of work-related learning scholarship. We employ a supervised learning algorithm to derive a holistic corpus of 66,955 relevant articles, published between 1994 and 2019, and apply bibliometric techniques to derive a broader substantive picture. Our systematic synthesis distills 5 central themes about work-related learning: medical education, teaching and teacher education, organizational learning, employee learning, and professional education, counselling and mentoring. We also reveal trending topics in each cluster, using burst detection. We describe and review each topic cluster and illustrate examples of cross- fertilization for theory and research. Our discussion advances understanding about where we are today, and

Examining the Synergetic Impact of Ability- Motivation- Opportunity- Enhancing HPWPs

Author: **Sadia Nadeem**; National U. of Computer and Emerging Sciences, Islamabad, Pakistan
Author: **Hamnah Rahat**; National U. of Computer and Emerging Science, Islamabad, Pakistan

This study examines the impact of ability-enhancing, motivation- enhancing and opportunity-enhancing high-performance work practices (AMO HPWP) bundles and the interactions among them on employee outcomes and perceived organizational performance (POP), using signaling theory. It also examines the mediating role of employee outcomes in the relationship between AMO HPWP and POP, and whether employees' perceptions of trust and work autonomy moderate the relationship between AMO bundles and outcomes. Based on data from human resource managers of 222 organizations and a survey of 3,460 employee from within these organisations, the study presents a 2-1-2 multi-level moderated mediation model. Results indicate that the motivation-enhancing bundle had a negative association with job satisfaction, but a positive association with POP. Opportunity- enhancing bundle was positively associated with job satisfaction, and the interaction of opportunity with both ability and motivation had a positive impact on job satisfaction, thus highlighting the dominant positive role of this bundle. Both moderators – work autonomy and trust – had a positive relationship with job satisfaction and organisational commitment. However, both strengthened the positive or negative relationships between the AMO bundles, their interactions and the outcomes.

[view paper \(if available\)](#)

Big Data and Artificial Intelligence in the Human Resource Value Chain: A New Breed of Technology

Author: **Ramon Wenzel**; Curtin U.

Analytics, algorithms, and apps increasingly promise to dramatically innovate and advance Human Resource Management (HRM). Yet, little research has examined these most recent developments, and their inner workings and substantive backing often remain obscure. We explain the most central developments in Big Data and Artificial Intelligence

where to next with an eye toward identifying meaningful research opportunities.

view paper (if available)
Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

to delineate the broader paradigm shifts that are taking hold and how technological trends affect human resource management functions. To illustrate and interpret direction and progress of this digitization vis-à-vis the human resource value chain, we purposefully review twelve use cases relating to recruitment, development, retention, and performance. Ultimately, we discuss a range of implications and offer provocations to facilitate the future of scholarly and applied HRM.

view paper (if available)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

IM

CSR in International Management (session 721)

Drivers of Corporate Reporting on Sustainable Development Goals (WITHDRAWN)

Author: **Gaia Melloni**; Faculty of Business and Economics (HEC Lausanne), U. of Lausanne
Author: **Efthymia Symitsi**; Leeds U. Business School
Author: **Konstantinos Chalvatzis**; Norwich Business School, U. of East Anglia

This study explores country-level traits, firm and report variables as key drivers of Sustainable Development Goals (SDGs) disclosure practices. Our analysis is motivated by the more fundamental role of businesses in the new United Nations SDG's framework. Using advanced textual methods, we build a dataset of 4,200 reports from 2,524 firms in 59 countries for the period 2015-2017 to measure both SDGs awareness and disclosure quality. Drawing on institutional theory, we find that size, leverage, firm age, analyst coverage and the presence of CSR committees are important determinants for the early adoption of SDGs. Our empirical findings also unveil country-specific cultural effects on SDGs disclosure: masculinity, individualism and long term orientation are dominant characteristics in explaining variations of SDGs disclosure. Interestingly, when it comes to the 17 individual goals and cluster of goals according to "planet, people and prosperity", we find diversified cultural effects on firms SDG reporting strategy.

OB

Why and How to Replace Statistical Significance Tests with Better Methods to Evaluate Hypotheses (session 227)

This symposium will introduce and discuss how scholars can improve upon statistical significance tests, which continue to constrain the production of knowledge in management science. The extensive use of these tests in quantitative research has led to the accumulation of "statistically significant" results that are both too small to be practically relevant and so small that they are unlikely to replicate. A field that aspires to provide useful advice to managers needs to focus on practically important and robust effects. The proposed symposium introduces and discusses alternative approaches to overcome the limitations of statistical significance tests - such as, effect size measures, confidence intervals, graphs, meta-analyses, baseline modeling and the implications of these approaches for the accumulation of scientific knowledge. A final "Question and Answer" session will offer additional opportunities for further discussions, advice and recommendations.

Real-time Open

SYMPOSIUM

RESEARCH

LIVE - OPEN

[view paper \(if available\)](#)

Tax Havens and Small Island Economies: The Impact of the Panama Papers on the Economy of Panama

Author: **Chris Michael Jones**; Aston U.

Author: **Zheng Chris Cao**; Aston U.

Author: **Yama Temouri**; Khalifa U., Abu Dhabi, UAE

The Panama Papers leak has created widespread media attention on global tax evasion and money laundering. This paper is the first to investigate the impact of the Panama Papers on the aggregate economy of Panama, the epicentre of the scandal. Based on a cross-country data set for the time period 1999 to 2018, we adopt a recently developed method called the synthetic control method (SCM) to measure the changes of Panama's portfolio investment flows, foreign direct investment flows and tourism exports since the scandal. The results reveal three unique stories: 1) both inward and outward portfolio investment of Panama have experienced a considerable decline; 2) foreign direct investment in to and out of Panama are almost unaffected; and 3) tourism exports initially outperformed the level that Panama could have otherwise achieved but subsequently saw a slight drop two years after the scandal. We argue that the negative media coverage of the Panama Papers has raised concerns about the institutional quality of Panama and the perceived risk of investing in the country, though in the short run there may have been the "blessing in disguise" effect on inbound tourism. This study points to future research directions with regard to the role of the media and institutions in cross-border investment activities and the sustainability of tax havens as a model of economic development.

[view paper \(if available\)](#)

First Mile of the Global Value Chain: Bringing Gender into GVC Governance (WITHDRAWN)

Author: **Anthony Goerzen**; Queen's U.

Author: **Shengwen LI**; Smith School of Business, Queen's U.

Gender inequality has become a major challenge that has been reflected in the United Nations

Sustainable Development Goals. This issue is becoming increasingly important to multinational corporation (MNC) managers responsible for the performance of their global value chains (GVC) as well as government policymakers and non-governmental organizations (NGO). One of the key ways to address gender inequality has been through various types of interventions, including public regulations, private standards, and certifications. However, it remains a theoretical and empirical question as to the conditions under which various interventions alleviate gender inequality through the empowerment of women. To address this gap, we build on institutional and social identity theories to establish a theoretical framework that allows us to understand the specific attributes of interventions intended to improve women's empowerment. Our empirical study examines the effect of an intervention launched among artisanal mining

communities—in the furthest reaches of a GVC when local institutions are weak and social relationships are fragile—using a longitudinal dataset collected from 1,777 individuals in six communities within Democratic Republic of Congo during the period 2017-2018. We find that the specific intervention (i.e., village saving and loan association) has significantly positive impact on workplace-related women's empowerment (i.e., perception of equal payment and capabilities), but there is no significant impact on household-related women's empowerment (i.e., equal access to household decision-making and attitudes towards domestic violence). Our analysis offers novel insights into the outcomes of interventions intended to lead to social upgrading of women within the first mile of the GVC.

[view paper \(if available\)](#)

Breaking the Spell – A Cosmopolitan Perspective on Starbucks' Fair Trade Commitment in China

Author: Dirk C. Moosmayer; Kedge Business School

Their global, cosmopolitan flair is a driver of many firms' business success. However, global brands are increasingly expected to take on social responsibilities and to show that they act sustainably along their global supply chains. This comes with the challenge to coordinate aesthetic and moral characteristics effectively, particularly

when serving local markets with potentially different perceptions of aesthetic and moral qualities. We develop a cosmopolitan theoretical framework that distinguishes the aesthetic from the moral cosmopolitan dimensions of foreign branded products. We explore the tension between these two using the case of Starbucks in China, a context in which coffee consumption is primarily a sign of aesthetic cosmopolitanism. An experimental study with 198 Chinese Starbucks consumers shows that those who were provided with Starbucks' information about the brand's fair trade commitments showed reduced attitudes towards the product they had just purchased. The moral cosmopolitan commitment thus broke the spell of aesthetic cosmopolitan enjoyment. However, providing additional, more detailed third-party information about fair trade can mitigate this negative effect. This is particularly important when consumers are skeptical of fair trade per se. For aesthetic cosmopolitan brands in China, our results suggest working with trusted third parties in communicating moral cosmopolitan commitments.

view paper (if available)

Asynchronous

ASYNCHRONOUS

DISCUSSION PAPER SESSION

OMT

Hybrid Identities: Contestation, Challenge, and Conflict (session 723)

Labels as Moral Markers: Organizational Identity Formation in Contested Fields

Author: **Susanne Pankov**; HHL Graduate School of Management

Author: **Itziar Castelló**; Surrey Business School

Author: **Dirk Schneckenberg**; Rennes School of Business

Author: **Kartikeya Vivek Velamuri**; HHL Leipzig Graduate School of Management

How to build a coherent narrative of organizational identity in a socially contested field? Through an inductive study of the sharing economy, we analyzed how managers deal with conflicting

OMT

Organizational Structure: Radical Change and Transformation (session 724)

Intimacy as Structure in Dissonant Change

Author: **Mikaela Krohn**; Hanken School of Economics

Author: **Mikko Jalmari Vesa**; Aalto U.

Author: **Janne Tienari**; Hanken School of Economics

In this paper, we explore a retail company struggling with a radical change in its business environment known as the retail apocalypse. In order to survive, the company has shifted towards management practices used for modernizing and leaning operations. We study the sociomateriality and affordances of these practices and argue that they increase intimacy in the company in different ways

collective identities and develop coherent organizational identity narratives through label work. Our findings reveal that managers responded to the social contestation of the field by using the label as a malleable moral marker. The process of embracing, fixing, un-fixing, and re-fixing the label's principles helped managers to, on the one hand, provide coherence to their identity narrative while, on the other hand, working on the consolidation of their preferred principles of the field label. By exploring the identity formation through label work in socially contested fields, we offer a new perspective on the importance of label work for identity formation and its malleability potential.

[view paper \(if available\)](#)

Navigating Hybrid Identities: Towards a Theory of Discursive Action by Hybrid Organization Members

Author: **Ashley Hockensmith**; U. of Massachusetts Amherst

Author: **Matthew C. Lyle**; U. of Colorado, Colorado Springs

Hybrid organizations are organizations characterized by competing institutional logics from which a hybrid organizational identity is derived. In this paper, we draw on the theory of discourse as text-agent to develop a dynamic, processual theory of how organization members differentially experience hybridity in their day-to-day exposure to the competing institutional logics that underscore a hybrid organizational identity. We specifically attend to how differences in two, individual-level constructs – paradoxical schemas and adaptive posturing – influence members' roles, identification, and enactment of a hybrid organizational identity.

[view paper \(if available\)](#)

Being, Doing, Feeling: The Constitutive Role of Emotions in Professional Identity

Author: **Micah Rajunov**; Boston U. Questrom School of Business

Author: **Miyoung Chang**; Boston U. Questrom School of Business

Author: **Stine Grodal**; Boston U.

increase intimacy in the company in different ways. We identify the types of intimacy that emerge from the practices as proximal, symbolic, emotional, and virtual, and that they emerge in top-down, horizontal, new media, and empowering practices. These findings help us understand in three ways the consequences of implementing hierarchy-discarding management practices under conditions of dissonant change. First, we show these practices create intimacy in the organization through their affordances. Second, we discuss the implications of increasing intimacy for organizing, as it requires a commitment from the management side but no similar commitment from the employees. Third, we highlight the consequences of intimacy for organizations struggling with fast and uncertain changes in the business environment: a lack of clear leadership, strong silos between teams and departments, and a continuous need to update the company's internal new media in order to demonstrate commitment.

[view paper \(if available\)](#)

Interdependencies, Inertia, and the Collapse of Formal and Informal Structure

Author: **Deborah Anderson**; U. of Oxford

Drawing on an inductive, ethnographic field study of a multinational accounting firm, this paper aims to bridge theories of formal and informal organization by analyzing how a mature, complex firm implemented transformative change across the vertical hierarchy, disrupting interdependent activities. Specifically, I observe a shift in audit practice from technology-driven to people-driven decision-making. The change was facilitated in part by the implementation of new rules, procedures, and tools. In doing so, I find that (a) junior staff members, while less embedded than partners and senior managers, were a locus of inertia and (b) a novel, albeit temporary collapse of structure through the de-delegation of work as new templates form and routines emerge. While prior work has explored organizational change, this paper extends theory by considering change as it permeates across the whole vertical hierarchy and disrupts interdependent activities.

[view paper \(if available\)](#)

Scholars have shown that professionals construct their identity around specialized knowledge. When this knowledge is replaced, changed, or threatened by an outside group, their identity can be challenged. However, how professionals react when they experience a sudden void of specialized knowledge—that is, when there is no specialized knowledge available to help them carry out their professional duties—remains unexplored. We address this gap by asking how professionals reconstruct their identity in the absence of specialized knowledge. We carried out an inductive study by drawing on the oral histories of 80 physicians at the front lines of the HIV/AIDS epidemic in the U.S. As the epidemic progressed, physicians questioned and later reframed the role of both specialized knowledge and emotions in their professional work. Most notably, we found that emotions were constitutive of the professionals' identity, in that physicians integrated emotions into the very definition of what it meant to be a doctor. Professionals identify themselves by “who they are” and “what they do;” our study shows that “how they feel” is also integral to professional identity.

[view paper \(if available\)](#)

What's in a Hybrid? Framing, Meaning, and Symbols in Hybrid Organizing

Author: **Alice M. Barbosa**; IESE Business School

As traditional boundaries between sectors are gradually blurred (Battilana and Lee, 2014), several studies have evidenced the ubiquity of multiple sets of logics in fields or industries (Greenwood et al. 2011; Lee and Lounsbury 2015). Recently, scholarly interest has paid close attention to organizations subject to institutional complexity, multiple sets of prescriptions from conflicting logics (Greenwood et al, 2011). Hybrid organizations combine multiple institutional logics, that refer to the patterned goals and means considered legitimate within a sector of activity (Lee and Battilana, 2013). Although great progress has been made towards understanding how these organizations are able to maintain their 'hybridity', we still have insufficient knowledge on what sorts of rhetoric and symbolism are effective in carrying out multiple demands and appealing to

Building Shared Purpose without Managers: How Can Holacracy Work?

Author: **Eleunthia Wong Ellinger**; La Salle, U. Ramon Llull

Author: **Robert Wayne Gregory**; U. of Virginia

Author: **Juan Almandoz**; IESE Business School

In a three-year in-depth field study, we examine how a mid-size bureaucratic organization can function effectively without formal managers. We follow how managers in a U.S. stage government agency ceded their traditional authority and titles to implement a radical self-management organizational system called Holacracy in a bid to become a more attractive workplace. Instead of the chaos that might be expected from giving employees the power to define their own work and roles at a larger organization, an orderly bureaucracy emerged from new post-hierarchical foundations. By making sense of how this happened, we develop theory about the processes enabling Holacracy and other similar models of distributed management. We highlight the role of normalizing disagreement as a key component of the enabling process.

[view paper \(if available\)](#)

Temporal Anchoring as a Tool for Initial Organizational Structuring

Author: **David K. Reetz**; Technical U. of Munich

I inductively examine organizational search for initially indeterminate outcomes (i.e., based on novel ideas). Here, how actors search is central to establish organizational structures—instead of being determined by them. I build theory from longitudinal case data that I collected by closely following the emergence of 35 new entrepreneurial ventures over a core period of 2.5 years. I find two contrasting modes of how founders search and development of distinct organizational structures. Both modes originate from how founders mentally anchor to either, future or the past reference points: when anchoring to future reference points, founders searching backwardly to identify related strategies, and create less hierarchical

multiple constituents (Kraatz and Block, 2008). How do organizations symbolically manage their hybridity and why? I address the research question proposed by leveraging a 22-month ethnographic incursion in a hybrid organization acting as a social impact accelerator and investor.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

DISCUSSION PAPER SESSION

RESEARCH

organizational structures, which develop more linearly. Contrary, when anchoring to past reference points, founders search forwardly, pursue opportunistic decisions to meet short-term performance goals, and create more hierarchical organizational structures, which develop more multi-directionally. I provide first insights into the emergence of organizational structure and the role of cognition for organizational search. I highlight the power of founders' unique mental representations (i.e., new beliefs) to search more specifically in highly uncertain environments, and to achieve more novel outcomes. I contribute by answering central questions about effective strategies in new venture development.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

DISCUSSION PAPER SESSION

RESEARCH

ONE

Multiple Perspectives on Corporate Sustainability (session 725)

Dynamic Interactions Between Organizational Value Frames and Sustainable Alliance Portfolios

Author: **Tulin Dzhengiz**; Aalto U. School of Business
Author: **Khaleel Malik**; Alliance Manchester Business School

This paper demonstrates the emergence of alliance portfolios in the context of sustainability and how these alliance portfolios develop and change in a dynamic interaction with a firm's business strategy, sustainability strategy, organizational value frames, and performance. Based on a longitudinal case from the electric utility sector, the paper builds a model of these dynamic interactions. The findings show that as the company integrates sustainability strategy into its business strategy, the alliance portfolio of the company becomes more diverse in terms of partner types. Moreover, the relationships between partners also evolve, turning previous stakeholders into formal strategic partners. The study shows that as the company's organizational value frames move from narrow to broad, its alliance portfolio becomes more complex and the role of cross-sector partners

SAP

SAP Discussion Paper Session (session 726)

Strategy-as-Practice Activities Through the Lens of Microfoundations of Dynamic Capabilities

Author: **Fernando Eduardo Cardoso**; U. do Vale do Itajaí (UNIVALI)
Author: **Carlos Ricardo Rossetto**; U. do Vale do Itajaí (UNIVALI)
Author: **Joaquim Ramos Silva**; ISEG (Lisbon School of Economics & Management), U. de Lisboa
Author: **Rosalia Aldraci B. Lavarda**; UFSC

The main purpose of this study is to analyze the daily activities of organizational actors, from the perspective of strategy-as-practice, through the lens of microfoundations of dynamic capabilities. Unlike some other approaches, such as strategy-as-practice that investigates social practice at the micro level, microfoundations encompasses organizational micro level – practices, routines, daily activities – and also the macro context, searching in the micro level answers to solve problems and conflicts in the macro organizational level. The study of strategy-as-practice via microfoundations of dynamic capabilities indicates a promising path to identify

particularly communities, governments, and NGOs, becomes more strategic for the company. The results of the study provide evidence that firms use their alliance portfolios as a space for negotiation between different frames, and these portfolios allow firms the cognitive flexibility to address multiple sustainability issues and bottom lines simultaneously. Therefore, the study contributes to the literature on corporate sustainability by developing a richer account of the emergence of sustainable alliance portfolios.

[view paper \(if available\)](#)

Corporate Environmental Sustainability: Motivations, Contexts, and Magnitude

Author: **Cubie Lau**; U. College Dublin

Author: **Donna Marshall**; U. College Dublin

With massive environmental problems across China, understanding what drives companies to 'go green' in this context is of fundamental importance. Literature on environmental management, strategy

and managerial cognition show that governments, internal and external company stakeholders, ethical leaders, culture and economic incentives are key drivers of the process of "going green." However, given different contexts and value systems, a one-or-all concept of environmental sustainability responses is not realistic. This study takes an analytical induction approach using 33 case studies of companies in China to explore the links between different motivations and the kind of corporate environmental activities. We find four interesting clusters of environmental sustainability: compliance, competitiveness, ecological citizenship and ecological changer (4C) demonstrating different configurations of stakeholder orientation, organizational capabilities and green practices adoption.

[view paper \(if available\)](#)

Rhetorical Strategies in CSR Reports: A Chinese Invested Firm in Australian Mining Industry

Author: **Chao Ren**; Monash Business School

Author: **Heng Hee Ting**; RMIT

their origins. Practices are organizational daily activities, the use of tools to elaborate organizational strategies. In face of this, the present paper puts the following research question: How the daily activities of organizational actors are characterized from the perspective of strategy-as-practice through the lens of microfoundations of dynamic capabilities? We take into account that the sensing, seizing and transforming elements operationalize the daily activities of organizational actors from the perspective of strategy-as-practice. The design of this study is qualitative and a case study method was conducted in a large-scale textile industry. Data collection techniques comprise interviews with all organizational levels, direct observation and document analysis. Data analysis was performed via pattern-matching, explanation generation and narrative analysis techniques. Results indicate that strategy-as-practice through the lens of microfoundations of dynamic capabilities, permit the analysis of their development, identifying strategic activities that build heterogenic capabilities, which will maintain dynamic capabilities in the long-term.

[view paper \(if available\)](#)

Strategic Planning as a Conflict-Mediating Routine: A Multilevel Study

Author: **Thomaz Wood**; FGV-EAESP

Author: **Marco Augusto Boldrim Pasturino**; EAESP - FGV

Author: **Miguel Caldas**; U. of Texas at Tyler

This paper aims to contribute to strategy as practice studies by showing how strategic planning may function as a conflict-mediating routine. We conducted a five-year case study in a large financial services firm jointly owned by a Brazilian state bank and a European multinational financial company. These companies have different business objectives: the former prioritizes short-term financial results, while the latter prioritizes long-term consolidation of the business. We present the case in the form of a narrative of findings, which shows how we pursue and uncover different levels of organizational reality and, more specifically, the different roles played by strategic planning. The paper makes three contributions: first, to multilevel empirical studies of

The purpose of this study is to explore the discourse regarding corporate social responsibility adopted by a single Chinese-invested firm in the Australian mining industry. The focus is to examine the content and rhetoric of this firm's sustainability reporting, and to understand how the reporting responds to various isomorphic pressures and contributes to the firm's legitimacy. This research adopts a qualitative paradigm, and employs a single case study approach to analyze the firm's sustainability reports. Five sustainability reports over the years 2014-2018 are analyzed, using content and discourse analysis. The Global Reporting Initiative (GRI) guidelines are used to analyse the content of the reports, while rhetoric of logos, ethos, and pathos is drawn upon to study the rhetoric of the reported content. By extending prior research based on Suchman (1995) legitimacy perspectives, findings reveal that the sustainability reports issued by this Chinese-invested company are a corporate strategy that allows it to respond to mimetic, cognitive and normative pressures in the host country, and maintain three types of legitimacy: pragmatic, cognitive, and moral. An implication is that the

changes in reporting patterns and discourses are part of corporate strategies, which enhance the positive role of business ideologies at the local level. This study offers new insights into the use of rhetoric, and how it varies across different offshore sites. This contributes to an understanding a Chinese-invested mining company's sustainability reporting practices in Australia.

[view paper \(if available\)](#)

The Business Model of "Enough"

Author: **Maren Kropfeld**; Carl von Ossietzky U. Oldenburg

Author: **André Reichel**; ISM International School of Management

As green consumption and eco-modernism so far have failed to significantly reduce the ecological impact of consumption, new approaches are needed to meet sustainability criteria. Next to technology-focused efficiency (relative reduction of energy and material use) and consistency (cradle-to-cradle design) approaches, sufficiency is a specific kind of behavior-based sustainability strategy that

strategy as practice, dealing with macrostructures, intermediate structures and micropractices; second, to studies of routines as praxis capable of supporting the solution of conflicts that arise from the presence of different business logics; and third, to business practice, as it provides guidance on considering additional roles taken by strategic planning.

[view paper \(if available\)](#)

The Effects of Strategic Openness on Short- Versus Long-term Firm Performance

Author: **Chao Wang**; Renmin U. of China

Recent work points out that strategic openness is an important instrument of impression management to shape legitimacy while also with significant competitive pressure for losing control of resources. How are these effects of strategic openness reflected in firm performance? Answers to this question, we pointed a comprehensive framework examining the dynamic and contingent effects of strategic openness on firm performance. We show how nearly identical mechanisms driving the openness-performance relationship can yield both inverted U- and U-shaped effects due to differences in relative strength between legitimacy and competition. Consistent with our theoretical framework, results combining a text analysis of 29120 annual reports with the financial data from 3366 listed companies in China show an inverted U-shaped effect in the short run, flipping to U-shaped as the time window gets longer, and these relationships are moderated by firms' strategy deviation and securities reports attention. This study offers new insights into optimal strategic open boundary conditions, supporting a more general yet more precise theory of open paradox.

[view paper \(if available\)](#)

Transferring Knowledge Within and Among Projects: A Public Sector Project-Based Organization

Author: **Anna Mahura**; FSA ULaval (Laval U.)

Author: **Gustavo Birollo**; FSA ULaval (Laval U.)

addresses how to make do with less. In this contribution, we explore a novel business model framework in order to address sufficiency-based consumer practices. Applying social practice theory reveals levers in terms of materials, competences, and meanings to support sufficiency-based lifestyles. Key challenges are including consumers in the value creation process and adapting value capture processes accordingly. By reconstructing the classical business model – value proposition, creation, and capture – from such a social practice theory perspective, this contribution shows that a sufficiency orientation critically changes our understanding of business models. In developing sufficiency-based alternatives to consumer practices, businesses become extensions of their customers' practices. Value co-creation means not only that consumers increasingly act as prosumers but that businesses participate in consumer practices. Such an extended value creation implies an increasing inclusion of environmental and societal aspects beyond the boundaries of a business and may hint at a new understanding of a firm's boundaries as a fluid network of collaborative practices.

[view paper \(if available\)](#)

Stakeholder Pressure for the Adoption of Sustainable Supply Chain Practices

Author: **Natalia Vidal**; U. of New Mexico

Author: **Wellington Spetic**; U. of New Mexico

Author: **Simon Croom**; U. of San Diego

Author: **Donna Marshall**; U. College Dublin

Author: **Lucy McCarthy**; Queens U. Belfast

While the drivers for the adoption of sustainable supply chain management practices have been widely studied, most studies focus on the isolated effect of individual drivers. In this study, we examine the relationship between stakeholder pressure and the adoption of social and environmental sustainability supply chain practices given the simultaneous conditional effects of both entrepreneurial orientation and sustainability orientation. A survey of U.S. firms shows that both entrepreneurial orientation and sustainability orientation simultaneously function as moderators of the effect of stakeholder pressure on the

Research on project-based organizations (PBOs) addresses the numerous practices that may contribute to the dissemination of knowledge between individuals, projects and the organization. Notwithstanding, project team members have difficulty applying these practices in a way that effectively promotes the knowledge transfer. Through an inductive approach and the exploration of a division managed as a PBO in a provincial government agency in Canada, this article explores the organizational practices that may hinder or boost the knowledge transfer within and among projects. Data was collected via the observation of internal follow-up meetings, eleven semi-structured interviews with project managers, and the analysis of internal documents. We found that even if organizational practices that promote the use of formal practices of knowledge transfer do exist, there are disabling organizational practices that prevent the use of these formal practices pushing project team members to the use of more informal practices of knowledge transfer. Even if we found that informal practices could drive the knowledge transfer inside the PBO, we argue that organizations should achieve a delicate equilibrium between formal and informal knowledge transfer practices for the success of the organization.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

adoption of social and environmental sustainability supply chain practices. That is, as stakeholder pressure increases, adoption will be higher for firms with higher entrepreneurial orientation. However, as sustainability orientation increases, adoption of practices will be higher, but the effect of the stakeholder pressure-entrepreneurial orientation interaction diminishes. The main theoretical contribution of this study lies in showing the concurrent effect of two different organizational level drivers on the adoption of social and environmental sustainability supply chain practices. Entrepreneurial orientation will only get firms so far in the adoption of sustainable supply chain practices. Once a strong sustainability orientation takes effect, higher practice adoption ensues independently of stakeholder pressure and entrepreneurial orientation. Therefore, this study indicates that efforts in developing a strong sustainability orientation are more likely to better prepare firms for the adoption of sustainable supply chain management practices.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

SIM

Ethical and Unethical Behavior (session 727)

Mediated Moderation Model of Organizational Embeddedness and Unethical Pro-Organizational Behavior

Author: **Jung Hyun Lee**; U. of Michigan, Dearborn

Author: **Se Hyung OH**; Hanyang U.

Author: **Sanghee Park**; Hongik U.

This study examines why individuals who are attached and tied to the organization may engage in unethical pro-organizational behavior (UPB). By integrating the social identity perspective and self-affirmation perspective, we propose that deeply embedded employees may consider UPB as a way of enhancing or maintaining their status in the organization. We further propose that this position

STR

Alliance Performance and Knowledge Sharing (session 728)

A Network Embeddedness Model of Interpartner Competition and Alliance Failure

Author: **Han Jiang**; Tulane U.

Author: **Zhao Zheng**; Independent Consultant and Researcher

This study highlights a theoretical dilemma about the paradoxical implications of interpartner competition for alliance failure. That is, indicating both the potential value of an alliance and the conflict of interests between partners, interpartner competition may both encourage the partners to stabilize their alliance and jeopardize this alliance. We draw on the network embeddedness

organization. we further propose that this positive relationship between organizational embeddedness and UPB, mediated through status perceptions, is stronger for employees working under managers who display low levels of ethical leadership. The results based on data gathered in a two-wave survey from 224 working adults lend support for the proposed relationships. These findings remained significant even after controlling for affective commitment. The study advances our understanding of what contributes to motivating employees to engage in UPB and the boundary conditions under which UPB can be increased or decreased.

view paper (if available)

Corporate Corruption in Megaprojects: The Case of an Institutionalization of a Construction Cartel

Author: **Armando Castro**; UCL

Although managers might deal with or be aware of corrupt practices in their professional settings, how corruption is maintained is still an under-researched in management. In this paper, I analyze the corrupt side of management enacted by a group of construction companies' suppliers of the oil and gas company Petrobras involved in a portfolio of megaprojects from 2002 to 2014 in Brazil. I use a non-traditional dataset, verifiable court decisions, and plea agreements, and analyze the set of rules created by a corrupt cartel. I find that for a cartel to enact corruption in a portfolio of megaprojects for several years, a set of institutionalized rules of engagement must exist among once "rival" firms. However, these governance practices are based on trust since contractual agreements can't be drafted or enforced. Then, I develop a model that explains the maintenance of long-term corrupt relationships. Finally, I contribute to the theory development of institutional work by explaining the institutionalization of corruption and identifying how institutional work is used for the maintenance of corrupt cartels practices.

view paper (if available)

Is Corruption Imprinted? A Study on Preconditions

perspective to resolve this dilemma. By highlighting the relational embeddedness implications of high interpartner competition, we find that interpartner competition has a curvilinear (inverted U-shaped) effect on alliance failure. This effect of interpartner competition will be further contingent upon the positional, structural and social embeddedness forces in the industrial network. Evidence from equity-based alliances between Chinese public firms largely supports our predictions.

view paper (if available)

Managing the Dilemma of Knowledge Sharing in Strategic Alliances

Author: **Wenyu GUO**; Xi'an Jiaotong U.

Author: **Jianjun Yang**; Xi'an Jiaotong U.

Author: **Dan Li**; Xi'an Polytechnic U., School of Management

Despite the widespread recognition of the need to apply knowledge sharing and knowledge protection simultaneously in strategic alliances, there is a scarcity of empirical research on the issue. This paper examines the effect of applying knowledge sharing and knowledge protection simultaneously (the ambidexterity dimension) on new product development. The paper explores the impacts of two fundamental control mechanisms (i.e., trust and formal contracts) on the ambidexterity dimension in strategic alliances. A survey of 302 Chinese firms indicates that ambidexterity of knowledge sharing and knowledge protection enhances the new product development. Moreover, trust has an inverted U-shaped relationship with the ambidexterity of knowledge sharing and knowledge protection, formal contracts hurt the ambidexterity dimension, and the interaction of two controls also adversely affect the ambidexterity dimension, thus highlighting the positive role of moderate social control in maintaining the ambidexterity dimension.

view paper (if available)

IUR Alliance Portfolio Concentration and Firm Innovation Performance in Emerging Economies

Author: **Shuman Zhang**; School of Management,

of Corruption in Post-Communist Countries

Author: **Karin Knorr**; Chair of Organizational Behavior, U. of Paderborn

Author: **Thorsten Auer**; Chair of Organizational Behavior, U. of Paderborn

Author: **Kirsten Thommes**; Chair of Organizational Behavior, U. of Paderborn

Corruption in Central and Eastern European countries is still prevalent, but varies between countries. One possible explanation for this variation is imprinting. Imprinting theory suggests that organizational structures, reflecting the organizational environment at the time of founding, are persistent and may become even more sclerotic due to second-hand imprinting. Only severe shocks may change imprinted features. In our paper, we first analyze whether environmental founding conditions affect imprinted attitudes toward and perceptions of corruption in organizations. Moreover, we investigate whether crises (shock-imprinting) and intergenerational exchange (second-hand imprinting) are decisive aspects on the initial effect of imprinting. Using ordinal probit regression models, we show that the time span during which an organization is exposed to an institutional environment has an impact on the present strength of imprinted attitudes toward and perceptions of corruption. Additionally, our investigation on sensitive shocks reveal an adaptation of attitudes and perceptions to new institutional norms comparing organizations founded in another institutional environment. Further, our conducted

regression-discontinuity designs suggest that the strength of an immediate change in upheaval times depends on the unexpectedness of the event. This way, we enhance existing literature on imprinting by looking at the topic of corruption in Central and Eastern European countries.

view paper (if available)

Towards Agent-Based Corporate Ethics Programs

Author: **Miguel Angel Alzola**; Fordham U.

Corporate ethics programs can be designed with different orientations. The literature distinguishes rules-based (or compliance-based) and values-based (or integrity-based) programs. Compliance-based

Xi'an Jiaotong U.

Author: **Changhong Yuan**; School of Management, Xi'an Jiaotong U.

Collaborations between a focal firm and multiple universities or research institutes from diverse geographic regions have been a pervasive phenomenon in emerging economies. Drawing on the unbalanced panel data of 186 Chinese manufacturing firms listed on the main board, we examine whether and under what conditions industry-university-research (IUR) alliance portfolio concentration, the geographical concentration of IUR alliance partners, influence a focal firm's innovation performance in emerging economies. The results suggest that IUR alliance portfolio concentration has a negative effect on firm innovation performance. Moreover, the negative effect of IUR alliance portfolio concentration on firm innovation performance is stronger for state-owned enterprises (SOEs) than that for non-SOEs. Besides, results also reveal that the negative effect of IUR alliance portfolio concentration on firm innovation performance is stronger for politically connected firms than that for non-politically connected firms. We discuss the implications of our findings for existing research on alliance portfolios and university-industry collaborations.

view paper (if available)

How Much Does Alliance Partner Diversity Matter for Alliance Performance, Really? A Meta-Analysis

Author: **Giulio Ferrigno**; Scuola Superiore Sant'Anna

Author: **Angelo Maria Solarino**; Leeds U. Business School

A considerable number of studies argue that alliance partner diversity is important for alliance performance. Alliance partner diversity has been examined across various dimensions and disciplines, and its implications for alliance performance are neither theoretically clear nor empirically consistent. Drawing on a meta-analytic approach, we first provide a systematic analysis of alliance partner diversity - alliance performance relationship. Then, we assess whether each alliance partner diversity type mediates the relationship between the other diversity types and alliance

programs are detailed formal rules whose motivational force comes from the rewards and penalties associated with such rules. Integrity-based programs focus on principles, whose motivational force comes from self-control. This paper develops a third approach, which is less concerned with outcomes, rules, values, and principles and is more concerned with the cultivation of the excellences that make employees choose (and be) better.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

performance. Our meta-analysis findings advance alliance inquiry by revealing that only some types of alliance partner diversity matter for firm performance and that only some mediate the alliance partner diversity–performance relationship, thereby providing a more fine-grained understanding of the effects of alliance partner diversity on alliance performance.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

STR

Value Creation, Nonprofits, and Scale (session 729)

[A Demand-Side Perspective on Value Creation for the BoP: A Study of Consumption and Well-Being](#)

Author: **Ted London**; U. of Michigan

Author: **Lisa Mali Jones Christensen**; Brigham Young U.

Author: **Tyson Brighton Mackey**; Clarkson U.

Author: **Heather Esper**; The William Davidson Institute at the U. of Michigan

Author: **Andy Grogan-Kaylor**; School of Social Work- U. of Michigan

We use a demand-side logic to analyze firm engagements with Base of the Pyramid (BoP) consumers. We ask: what kind of value do firms create with such engagements? How do BoP consumers experience this value? We use longitudinal surveys from consumers in rural India to explore economic and non-economic well-being returns from purchasing corrective eyeglasses. We discover gains across multiple dimensions of well-being (economic, capability, relationship)—even when income benefits do not offset acquisition costs. Second, we test for the Matthew Effect. Surprisingly, we find the more resourced do not always fare better—demonstrating the importance of attending to BoP heterogeneity. Findings unpack how firms capture value with BoP engagements, by illuminating how such engagements create value and how value creation varies by segment.

TIM

Dynamics of Innovation (session 731)

[The Rise of CFD: Analysing System Builders' Role in the Creation of Technological Innovation Systems](#)

Author: **Abby Ghobadian**; U. of Reading

Author: **Irene Talavera**; Henley Business School, U. of Reading

The starting juncture of technological innovation system (TIS), an extension of the system of innovation (SI) lens, is where a system of interacting actors is established. TIS is arguably one of the most commonly used lenses in the study of development and diffusion of breakthrough innovation (BTI). The current scholarship has ignored the vital first step namely the establishment of the system starting from a juncture where a functioning TIS is in existence. The literature also alludes to the important role of system builder without unfolding the concept fully. In this paper, using a comparative case study on the emergence of Computational Fluid Dynamics (CFD), we examine system builder's role, attributes and actions in pursuit of establishing a TIS for a BTI. We also examine how the proximal formal and informal institution affect system builders' capacity to establish a TIS. As a result of the analysis, the paper extends knowledge by developing a descriptive theory on the orchestrated establishment of TIS.

[view paper \(if available\)](#)

view paper (if available)

Value for Whom? Value Appropriation by Stakeholders Through Contractual Governance Mechanisms

Author: **Emily Salmon**; U. of Victoria (PhD Student)

A firm's shareholders are not the only stakeholders to appropriate value from a firm's actions; however, the mechanisms through which non-equity stakeholders appropriate value remain unexplored within the strategic management literature. In this paper, I examine how a specific stakeholder governance mechanism – community benefit agreements (CBAs) can either further create or destroy value for local stakeholders – specifically indigenous communities. I conduct this study using a matched pair sample of 68 indigenous communities, and examine the factors that lead to value appropriation in four key areas, specifically in housing, employment, income, and education. The study shows that communities that possess contractual agreements are able to better appropriate value in both employment and education; however, contrary to prior theorizing, they face value destruction in housing. These findings illustrate that value does not uniformly accrue along economic and social dimensions, and that while contractual mechanisms facilitate the appropriation of value along certain dimensions, they also destroy value along other dimensions. This study contributes to both the stakeholder theory and strategic management literature through the operationalization and exploration of stakeholder value appropriation mechanisms.

view paper (if available)

Nonprofit Organizations as Multi-Sided Platforms

Author: **Jennifer Kuan**; California State U., Monterey Bay

Author: **Jeremy Thornton**; Brock School of Business, Samford U.

The theory of multi-sided platforms (MSPs), originally known as two-sided markets, has been

Exploring Sustainability-Oriented Innovation Capabilities in the Indonesian Manufacturing Firms

Author: **Budi Harsanto**; U. of Liverpool Management School

Author: **Niraj Kumar**; U. of Liverpool Management School

Author: **Yuanzhu Zhan**; U. of Liverpool Management School

Author: **Roula Michaelides**; Manchester Metropolitan U.

Although the studies on sustainability-oriented innovation (SOI) have grown significantly in the last decades, to date research on specific SOI capabilities required by the firm to be a more sustainable

innovator is still under-explored. Capability-based perspective is revisited to become a foundation for this empirical study. Specifically, capability theories linked to innovation and sustainability fields involved, including innovation management capabilities (IMC), natural resource-based view (NRBV), and social RBV (SRBV) with dynamic capabilities as overarching theory. As the nature of this research is exploratory, a qualitative approach is employed uses semi-structured interviews to 33 owner and manager of manufacturing firms in Indonesia, supplemented by site visit and archival documentation for triangulation. The findings suggested that around half of the firms studied adopting SOI with an operational optimisation approach. It is found from the data that transition exists between SOI approaches. Firms operating at a higher level of SOI approach have specific dynamics capabilities above baseline ordinary SOI capabilities (production, marketing, environmental and social) that help them become a more sustainable innovator. These SOI dynamics capabilities include capture SOI idea, proactivity to SOI opportunity, mechanism to implement SOI, stakeholder management for SOI, SOI governance, and SOI continual learning.

view paper (if available)

Winner-Take-All Dynamics Revisited: Markets Can Redress Lock-In to Inferior Technologies

influential in helping digital platforms like Google and Facebook monetize their popular free services. However, this theory can apply to any firm that serves multiple sets of customers who are inter-related in a particular way, namely at least one type of customer prefers that there be greater numbers of the other type. Thus, in its most abstract form, MSP theory can be applied to nonprofit organizations, a setting of growing interest among management scholars. Moreover, this theory can offer nonprofit managers guidance on certain questions that for-profit managers typically do not face, such as whether to charge money for nonprofit services. We therefore focus on how MSP theory can provide practical guidance on nonprofit pricing, highlighting three findings. First, donors and recipients of nonprofit services can be regarded as two sides of an MSP. Second, the price of the nonprofit's services will be discounted because of donor-side demand. Third, nonprofit services might be discounted to zero, resulting in free services. This paper thus extends the domain of MSPs by applying it to nonprofits, and also contributes to the growing literature on nonprofit management and strategy.

[view paper \(if available\)](#)

Scaling Hybrid Organizations Along Twin Dimensions: The Impact of Product Diversification Strategy

Author: **Nachiket Bhawe**; U. of North Carolina Pembroke

Author: **Srivardhini K. Jha**; Indian Institute of Management, Bangalore

Scale has remained elusive for hybrid organizations. Recently, product diversification has been proposed as a strategy to scale up hybrid organizations while preserving their hybridity. We build on this work to investigate if and how product diversification strategy impacts the social and financial dimensions of scale, in an environment rife with institutional voids. Drawing on literature on product diversification and institutional voids, and using a longitudinal database of Microfinance institutions (MFI), we theorize and find that product diversification strategy leads to greater scaling both in terms of financial profits and social impact. Upon unpacking the products into transactional and

Author: **Sanghyun Park**; INSEAD

Author: **Jeho Lee**; Seoul National U.

The literature on network effects has a longstanding controversy regarding the possibility that markets may lock into an inferior technology. This controversy and confusion were triggered by Arthur's (1989) model of winner-take-all dynamics driven by positive feedback (success begets more success) in markets with competition between incompatible technologies. In reality, however, even when positive feedback is rather apparent, incompatible technologies sometimes persist with no clear-cut winner-take-all outcome. We believe the confusion stems from an implicit assumption in Arthur's model — the influence of adopters persists indefinitely. We shed new light on this controversy by examining the implications of influence that

decays over time. Our model exhibits what physicists call a "critical slowing down." In the vicinity of a critical influence decay level, our model displays a protracted period of technology competition even in the presence of positive feedback. This protracted process provides the opportunity for the market to redress premature lock-in to an inferior technology.

[view paper \(if available\)](#)

Broaden our Sight Beyond Producer and User Innovation - Product Innovation Initiated by the Helper

Author: **Mu-Yen Hsu**; National Chengchi U.

ABSTRACT Stemming from Schumpeter (1934), most literature of innovation management implicitly assumes producer as innovator of product. It is until Von Hippel (1976) that user was identified as another source of innovations. However, from an innovation case of Assistive Technology (AT) industry, we found that helper, neither producer nor user, of the AT product might be the innovator. Helpers are the service providers, who help their clients to use the product, and may initiate new product innovations based on their experiences of helping users. Therefore, besides producer innovation and user innovation, we have broadened our sight and identify a new kind of innovation— helper innovation. During the process of providing services, these helpers can reach many users who

developmental products, we find that transactional products positively impact financial profits on the back of strategic resource relatedness, while developmental products have a positive effect on social impact by plugging voids in the ecosystem but have no impact on financial growth. The fit (or lack of it) between hybrids' business orientation and the type of product diversification enhances (undermines) financial profits, but surprisingly, fit has no effect on social impact. These findings imply that an exclusive focus on either type of diversification can compromise hybridity, highlighting the need for a balanced product strategy in hybrid organizations. The substantial investments required to bridge voids can offset synergies that stem from strategic resource relatedness and prevent hybrid organizations from enhancing financial profits and social impact.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

use various kinds of products with similar functions. Therefore, they have deeper understanding of the unmet demands of users than the producer, and have wider knowledge of the market and alternative technologies of products than the user. These two advantages make the helper innovation unique and important source of product innovations for improving lives. According to the complementarity rates between the newly innovated product, the helper's service and the original product, we differentiate helper innovation into nine types. Then, we propose 13 propositions for these types of helper innovations and discuss their managerial implications. It is important to expand the innovation typology from producer and user innovation to include helper innovation. For firms need to watch over their potential competitors beyond their supply chain in today's transient age,

and firms also need to identify the key players in their open innovation partners, especially the platform builders (e.g. Google) -- the key helpers for all firms in the internet era.

[view paper \(if available\)](#)

Legacy Technology Reemergence: The Case of the Vinyl Record

Author: **Alexandros Eleftheriadis**; City College (Affiliated Institution of the U. of Sheffield)

Author: **Andreas Alexiou**; Erasmus U. Rotterdam

This paper studies the vinyl records as a cultural icon that "refuses to die" in order to enhance the existing theory about legacy technology and how instead of disappearing, got redefined by its enthusiasts, remerged and created a sustained market growth. After the appearance of CDs and Mp3s, Vinyl Records reached the lowest level of sales from their existence but in 2008 vinyl records managed to gain market share again and year by year became again an equal competitor of the other music formats. This research reveals the processes that vinyl records have gone through in order to reemerge. Furthermore, all the factors that contributed to vinyl records resurgence are analytically discussed and analysed. The vinyl record is being analysed as a cultural icon and a legacy technology and how it managed to reemerge in the digital era. Vinyl records' enthusiasts' community

TIM

Entrepreneurship and Innovation (session 730)

Innovation in the “Forgotten Businesses”: For Adequate Assumptions

Author: Glessia Silva; U. Federal de Sergipe
Author: Luiz Carlos Di Serio; Fundacao Getulio Vargas

Even though the small enterprises constitute the majority of businesses in our society, they are largely underresearched in the innovation literature. In order to make our case for more adequate and inclusive approaches on innovation and small businesses, we discuss the field’s concepts, typologies, units of analysis and the general basic assumptions pertaining to the operationalization of innovation research in small businesses. A conceptual approach for the operationalization of the innovation research in small businesses is proposed and discussed. Our model consists of a five-step logical approach to researching innovation in small businesses, starting from the researcher’s own perception of the topic as something important, and then evolving to discussing how one has to try and see the small business as an object of study. We found that most of the innovation literature has ignored the small – “forgotten” – businesses, so that its core concepts and basic assumptions should be reviewed in an inclusive approach that considers the small businesses and their socioeconomic relevance. The small businesses possess a whole set of characteristics that maybe cannot be properly covered by the classic and

following the lead of the community’s influencers increased the sales by 300% in a year redefining the meaning of vinyl records and generating word-of-mouth and online and offline mentions about vinyl records. This caused the increase in demand for vinyl records which are considered to have an alternative value rather than functionality.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

ENT

Education (session 716)

A Contextual Understanding of Youth of Entrepreneurship Education Outcomes in Sub-Saharan Africa

Author: Paschal Anosike; Centre for African Entrepreneurship and Leadership, U. of Wolverhampton

Prompted by growing emphasis, particularly in Africa where poverty and conflict have been associated with high youth unemployment, to use entrepreneurship education to influence young people’s post-study intentions, this paper articulates the effect of entrepreneurship education on entrepreneurial intention amongst students and graduates from two higher education institutions affected by the on-going conflict in northern Nigeria. By relying on systematic analysis following semi-structured interviews, the findings showed that newly acquired knowledge and skills in use of market intelligence, business plan writing and record-keeping were not only linked with entrepreneurial intentions, but it also emerged that the volatile context of the business environment influenced strategic decisions related to new business growth and survival. Future research and policy implications were considered based on the findings.

[view paper \(if available\)](#)

current concepts and typologies of innovation.

[view paper \(if available\)](#)

How to Facilitate Different Types of Innovation Activities in Organizations?

Author: **Burcu Kor**; Hogeschool van Amsterdam

In dynamic and competitive environment, the importance of innovation is accepted as a necessary ingredients for firms to create value and sustain competitive advantage. However, very little empirical research has specifically addressed to what extent different kinds of innovation rely on specific knowledge management processes and entrepreneurial orientation. The objective of this study is to identify the different types of innovation that are predominant in companies, and how to facilitate different types of innovation activities. A questionnaire survey was conducted and 169 valid replies were received. This research analyzes the relationship among knowledge management processes, as well as entrepreneurial orientation and different types of innovation. The results from an empirical survey study reveal that organizations facilitate different types of innovation (i.e., administrative versus technical innovation, and product versus process innovation) through entrepreneurial orientation and knowledge management process (i.e., knowledge acquisition, knowledge sharing and knowledge application). The results also show that the partial mediating role of knowledge management processes in the relationship between entrepreneurial orientation and different types of innovation.

[view paper \(if available\)](#)

Knowledge Spillovers and Entrepreneurial Ecosystems: A Multiple Case Study on High-Tech Start-Ups

Author: **Marco Antonio Cuvero**; U. of Westminster

Author: **Maria Luisa Granados**; U. of Westminster

Author: **Alan Pilkington**; Westminster U.

Author: **Richard Evans**; Brunel U.

The study of high-tech start-ups in entrepreneurial

SMEs' Survival Apprehension from the University Students' Perspectives in China

Author: **Tariq H. Malik**; Liaoning U.

China registered more than 34 million SMEs (small and medium enterprises) in 2018; unfortunately, a great proportion of them (50%) vanishes in 3 years. We explored perceived causes and contours of SMEs insolvency from the Chinese students' perspectives. Using multiple institutional logic, we aimed to identify internal and external primers of students' judgement about Chinese SMEs insolvency. After interviewing 680 participants over several years, we coded the textual data in three steps: axial coding of the meaning-making unit, thematic coding to integrate sub-unities into 29 categories, and theoretical coding in the extant literature on the SMEs' insolvency. Our findings divide the responses into two streams: internal versus external factors, and technical versus normative logic. Our study contributes to the literature in three ways. First, we identified primers of attention to the insolvency of SMEs in China. Second, we introduced sixteen potential variables for survey research. Third, the perceived causes of insolvency of SMEs in China highlights the students' apprehension about entrepreneurship and career development in SMEs. We discuss implications for research and practice in the broader world.

[view paper \(if available\)](#)

Students' Entrepreneurial Intention: An Empirical Analysis in Vietnam

Author: **Vu Thi Le Thuy**; U. of Calabria

Author: **Mariacarmela Passarelli**; Management Department

Author: **Alfio Cariola**; U. of Calabria

Entrepreneurship plays an important role in the economy of each country, it helps create jobs, enhance innovation in national, regional and local economies. Therefore, the demand for entrepreneurship graduates is increasing. In Vietnam, the wave of the startup is always encouraged and growing, expanding. The objective of this paper is to identify the factors that influence student entrepreneurial intentions in Vietnam. The research data was collected from 181 students in Vietnam. By using SPSS software version 22.0 the

ecosystems is critical for social and economic development and has been a major trend in recent research. The Knowledge Spillover Theory of Entrepreneurship (KSTE) has enabled new definitions and approaches to emerge for assessing the effects of entrepreneurial ecosystems on start-ups, exploring their impact on e.g., productivity, income, patent creation, and technology development. As a result, this paper seeks to extend current understanding by using individual entrepreneurs as the level of analysis, expanding current regional investigations. We present a review of high-tech startups that have attended incubator and accelerator programs in London, UK. Data were collected from 32 Chief Executive Officers (CEOs) and new venture founders. The study finds evidence that contradicts existing viewpoints that the successful capture of knowledge spillovers relies on close geographical proximity to other actors in value chains. With the use of Information and Communication Technologies (ICT), start-ups can extend their access beyond central locations and effectively utilize remote teams. Thus, we present a conceptual model that represents the relationship between entrepreneurial ecosystems and knowledge spillover absorption when ICT implementation occurs.

view paper (if available)

The Role of Information Technology in Fintech Innovation: Insights from the New York City Ecosystem

Author: **Stanislav Mamonov**; Montclair State U.

Fintech is an active area of innovation and a rapidly growing sector of the economy, yet relatively little is known about how information technology contributes to innovation in fintech. We draw on the business model canvas framework and we examine the role of information technology in the business models of leading fintech startups in the New York City fintech ecosystem. We find that information technology plays a key role across nearly all components of the business models, orchestrating resources and processes to efficiently deliver personalized financial services to customers. Focusing on the IT-enabled value propositions across the fintech startups in our sample, we find

Vietnam. By using SPSS software version 22.0, the author find that there are five factors effect on entrepreneurial intention of students in Vietnam including: Personal Attitudes, Subjective Norm, Perceived Behavioral Control, Education Support, Access to Finance, in which "Subjective Norm" and "Education Support" had the highest and second level of influence on the EI of students in Viet Nam. Besides that, the researcher finds that there is a difference in EI among different groups of students with work experience. This study brings management proposals to educational managers in developing programs to stimulate and develop entrepreneurial potential in students.

view paper (if available)

Economic and Societal Impact of Academic Spin-Offs: An Emerging Taxonomy with Illustrative Cases

Author: **Einar Rasmussen**; Nord U. Business School

Author: **Anders Billstrom**; Nord U. Business School

Author: **Tommy Clausen**; Nord U. Business School

Author: **Raj Krishnan Shankar**; Nord U. Business School

This paper explores the economic and societal impact generated by academic spin-offs (ASOs) - new ventures set up to commercialize scientific research. Despite strong beliefs in the ability of ASOs to spur economic and social progress, the literature on academic entrepreneurship has mainly looked at the direct financial performance of ASOs. Less is known about the extent of and types of impacts ASOs generate outside the firm itself. We analyze a dataset containing more than 4 200 newspaper and media articles covering 316 Norwegian ASOs. Using an inductive grounded theory approach to analyze the above data, we found that the majority of ASOs complemented their commercial sales with some form of impact beyond the firm itself. Based on extant literature and inductive coding, we develop a taxonomy of ASOs by categorizing them on the high or low dimension of the economic and the societal impact they produce. The taxonomy shows four types of firms named: achievers, societals, profiteers and prospectors. This paper focuses on the achievers, societals and profiteers to illustrate the economic and societal impact they generate while the prospectors only

that the startups tend to emphasize low-cost offerings that may pose a threat to incumbent business models in financial services.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DISCUSSION PAPER SESSION

ASYNCHRONOUS

impact they generate while the prospectors only have an intended and not yet realized impact. The paper extends the debate about the societal impact of ASOs and offer implications for research and policy.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

ENT

Family Business (session 715)

Passing the Baton to the Next Generation: Examining Intergenerational Knowledge Transfer

Author: **Byron Y. Lee**; China Europe International Business School (CEIBS)

Author: **Thomas A. Birtch**; U. of Exeter

Author: **Flora Chiang**; China Europe International Business School

Author: **Jean SK Lee**; China Europe International Business School (CEIBS)

The capability of one generation to transfer knowledge to the next is strategically important to the survival and competitiveness of family firms. This study proposes a resource-based theory framework for intergenerational knowledge transfer that is tested using multi-source time-lagged data collected from a sample of 164 founders and their successors. Supporting our predictions, results indicate that both the individual and combined effects of succession planning and family reciprocal altruism channeled through founder's disseminative capacity influence knowledge transfer to the next generation successor. Moreover, our examination of knowledge compatibility as a moderator enable us to provide additional accounts of the circumstance under which such a process may be strengthened or weakened. The conceptualization we introduce provides a more nuanced understanding of the facilitators and barriers to intergenerational knowledge transfer and prompts future research to take an encouraging new direction. Implications to theory and practice are discussed.

[view paper \(if available\)](#)

ENT

Well-Being, Rebels, and Failure (session 717)

Cross-Cultural Rebels: How and When Skillsets for Seizing Innovative Opportunities Emerge

Author: **Robert J. Pidduck**; Old Dominion U.

Innovative breakthroughs are often linked with rebel entrepreneurs who think at the boundaries of convention and disrupt the rules of the game. Despite this enduring archetype, a core question remains unanswered: why are some individuals more likely to start game-changing ventures than others? In taking a cognitive perspective, this paper argues that in the context of initiating new ventures, the ability to mentally contemplate and challenge the boundaries of the status quo may be advantageous in getting unorthodox ventures off the ground. Integrating recent research from cross-cultural psychology, I argue that experiencing other cultures can be influential in developing action-oriented capabilities central to nascent entrepreneurship—the capacity for developing innovative opportunities. Specifically, cross-cultural experience is associated with two key seizing capabilities in particular; rule-breaking and risk-taking. Drawing from attribution theory, I posit that moral relativism plays a key mediating role, such that those who view formal rules and moral codes as culturally fluid and fundamentally subjective become more comfortable in thinking and acting at the edge of business norms. This paper advances theoretical understanding on the notion of entrepreneurs as “rebels with a cause” by delineating how and when capabilities important for seizing new venture opportunities emerge.

"Soft" Family Influence Following a Loss of "Hard" Shareholding Control

Author: **Wilson Ng**; Regent's U. London

Author: **Natalia A. Vershinina**; Audencia Business School

Author: **Matthew Cadbury**; U. of Hertfordshire, UK

While much of family business scholarship has focused on ownership and control, little is known about how formerly family-owned firms that transition into public entities may thrive under family influence. We argue that the "soft" influence of family managers who have sold out of the firm offers insights into how family firms may continue to grow despite the loss of family ownership. "Soft" influence concerns the ways in which family members continue to shape the firm's practices by cultural (namely, customs and values related to the founding family) and cognitive (personality and behavioral) means. Yet soft influence is rarely publicly acknowledged. Soft influence contrasts with "hard" influence based on the family's aggregate shareholding that determines the firm's strategic direction and control. In what way(s) may family members continue to influence the firm that they no longer control? We address this question in an interpretive case study of a formerly family-owned firm in the UK, Cadbury, a 200-year old confectionary manufacturer that continued to be led by family managers for 31 years after selling out of the firm. We observed the critical importance of the soft influence of family managers, who sustained the character and personality of the founding family in the business. Soft influence challenges the dominant conception of family owned and controlled businesses where influence is derived from shareholding control by family members. We suggest how implications of soft influence potentially change prevalent, hard views of the family firm because Cadbury grew under the stewardship of family members who no longer owned the firm.

view paper (if available)

Cutting Agency Cost and Initiating Entrepreneurship in Family Business: The Roles of

view paper (if available)

The Well-Being Trajectories of Entrepreneurs

Author: **Marcus W. Y. Ho**; Auckland U. of Technology

Author: **Smita Singh**; Auckland U. of Technology

Scholars and entrepreneurs alike lament the lack of understanding of entrepreneurial well-being despite mounting evidence that their well-being can have a profound effect on entrepreneurs and their ventures. This study explores how patterns of entrepreneurial well-being determine the trajectories of entrepreneurial well-being and entrepreneurship outcomes through a multiple case study design of entrepreneurs. Utilizing a well-being and job crafting theoretical framework, our findings reveal that there are two different trajectories as entrepreneurs move through the process of balancing their entrepreneurial journeys with their well-being. First, the integrating well-being, which describes entrepreneurial well-being trajectories emphasizing consistency and stability in well-being; and secondly, the delaying well-being trajectory which describes entrepreneurial well-being trajectories that move through rises and falls in well-being in relation to entrepreneurial activities. Our findings reveal several overarching dimensions that lead to these divergent trajectories: well-being mindsets, social resources, crafting work, and well-being outcomes. In the paper, we discuss the theoretical and practical significance of the results concerning entrepreneurial well-being trajectories.

view paper (if available)

Embracing Failure: A Socio-Computational Analysis of Entrepreneurial Failure Narratives

Author: **Jessica J. Santana**; UC Santa Barbara

Public peer-to-peer entrepreneurial failure narratives (PPEFNs) attempt to make sense of the unexpected and re-position the fallen. Yet, these narratives are paradoxical in that they expose the author to stigmatization. This study investigates how authors of PPEFNs navigate the tension between sensemaking and stigma to persist in

FC and LTO

Author: **Ying Fu**; Nanchang U.

Corporate entrepreneurship (CE) is designed to revitalize a firm's business by changing its competitive profile. Using agency cost perspective, we suggest that the initiation of CE in family firms is largely depended on the reduction of agency cost due to (1) conflicts between dominant and minority family shareholders; (2) the separation of family ownership and nonfamily management. We theorize that both of family commitment and a firm's long-term orientation (LTO) can initiate CE as a result of

the reduction of agency cost among family shareholders and between family shareholders and nonfamily managers. This study further extends the literature by hypothesizing that the firm's long-term orientation partially mediates the relationship between family commitment and CE. We test these hypotheses in a sample of 956 family firms, verifying a complete picture of the family and business antecedents on corporate entrepreneurship.

[view paper \(if available\)](#)

The Heir is Dead, Long Live the Heir: Succession Turnaround in Family Business

Author: **Shihui Chen**; Ningbo U.

Author: **Hanqing Chevy Fang**; U. of Missouri / Rolla

Author: **Zhenyu Wu**; -

Author: **Ling Chen**; Zhejiang U.

Author: **Esra Memili**; U. of North Carolina, Greensboro

This study focuses on a unique phenomenon of succession turnaround in family business, defined as a situation where a family business succession cannot continue as planned, and the afterward process where a new family "heir" emerges and becomes legitimately accepted by other family and non-family members. Built upon the institutional change literature, we explore primary actors, their roles, and the driving mechanisms behind their activities in each stage in the process of succession turnaround. We also discuss key factors that might contribute to the success of succession turnaround and its implications for the family business literature and beyond.

[view paper \(if available\)](#)

entrepreneurship. I test the argument that entrepreneurs avoid peer stigma through rhetoric that externalizes failure, which should destigmatize their failure experience and help them to recover their social capital. I apply inductive computational text analysis and correspondence analysis to data from PPEFNs published on blogging platform Medium.com to analyze how entrepreneurs talk about failure and how peers react to these rhetorics. I combine this with LinkedIn data to identify whether narrators continue in entrepreneurship. I find evidence to support the initial argument that externalizing rhetoric results in destigmatization. But I also find evidence that entrepreneurs turn to internalizing rhetoric to claim the entrepreneur identity, which may be even more important for persistence in entrepreneurship. These findings suggest that positive peer response may play a role in entrepreneurial persistence, by providing an empathetic support network that connects failed entrepreneurs to social capital.

[view paper \(if available\)](#)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

view paper (if available)

Asynchronous

DISCUSSION PAPER SESSION

ASYNCHRONOUS

16:00 EDT - 17:00 EDT

Sunday, 9 August

MH

Management History Division Business Meeting (session 226)

Real-time Open

LIVE - OPEN

MEETING

16:00 EDT - 16:50 EDT

Sunday, 9 August

TLC

TLC@AOM Sponsored Session: Denise Rousseau (session 229)

TLC SESSION SPONSOR



IVEY | Publishing

Real-time Open

MEETING

LIVE - OPEN

16:30 EDT - 18:00 EDT

Sunday, 9 August

SIM

SIM/Business & Society Editorial Board Meeting (session 732)

This meeting is invitation only for editors, associate editors, editorial board members, and representatives of SAGE. We will discuss future plans for the journal.

Asynchronous

MEETING

ASYNCHRONOUS

CM

CM Community Gathering (Meeting, Awards, Social) (session 230)

Real-time Open

MEETING

LIVE - OPEN

HR

HR Division Business Meeting (session 733)

Asynchronous

MEETING

ASYNCHRONOUS

TLC

Classroom Gamification - Gamification & Simulation Part 1 (session 232)

This session will be a simulation of the Jeopardy! classroom game. The game will be played using a web-based platform called Factile and will involve multiple teams of four to five members. Factile is a learning platform that enables the instructors to create Jeopardy games which can be integrated within their lesson plan. This topic fulfills the theme 'Introduction of new teaching formats or learning innovations' because it focuses on gaming pedagogy as opposed to traditional lecture to cover a topic or review the topic that has already been completed in a course. In addition, this session will be helpful for introducing game-based pedagogy as a viable complement to the other methods instructors already use.

TLC SESSION SPONSOR

Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

TLC

Teaching Teamwork Skills and Knowledge to First-Year Undergraduate Management Students - World Cafe & Teamworking Part 1 (session 234)

Management educators assume first-year students arrive prepared for the higher education learning environment; one such assumption being the expectation that these students can work in teams to complete assessment tasks. Students have mixed views about teamwork; some view teamwork positively in providing better outputs, increased ideas, improved learning experience, and reduced workloads. The negative impressions of teamwork involve lack of control over grades, social loafing of team members, competing coursework demands, and difficulties associated with scheduling meetings. Intentionally teaching skills in managing teams and teamwork fills the gap between educators' assumed level of student skill and students' actual abilities providing a foundation for both their studies and future careers. The course should, ideally, be a compulsory first-year course, thus preparing students for progression to advanced courses requiring teamwork.

TLC SESSION SPONSOR



Real-time Open

LIVE - OPEN

PRACTICE

TEACHING

SYMPOSIUM

TLC

Assessing World Cafe: A Unique Classroom Discussion Tool to Increase Student Engagement - World Cafe & Teamworking Part 2 (session 235)

Borrowed from organizational settings, The World Cafe is a unique discussion tool which enhances student engagement and concept retention. A versatile discussion tool for undergraduates and graduates, traditional and non-traditional, World Cafe encourages small, intimate discussions on course topics and increases insight into multiple perspectives. Questions are posed at each table, and discussed among table participants before rotating to a different question. Notes are taken to encourage the next set of table participants to add greater clarity and depth to the discussion. As a means of demonstrating the World Cafe, T&L attendees will participate in a World Cafe discussion on student engagement, rotating through four different questions. The research team will also share data on student engagement and course concept retention from undergraduate and graduate classrooms following World Cafe discussions. Participants will leave with greater insight into the discussion of student engagement, World Cafe protocol instructions, ideas about how to use, and data to support the use of World Cafe.

TLC SESSION SPONSOR



IVEY | Publishing

Real-time Open

LIVE - OPEN

RESEARCH

TEACHING

SYMPOSIUM

OB

CM

Spread and Transformation of Psychological Pain in Organizations (session 237)

This symposium brings together an interdisciplinary group of scholars to discuss the spread and transformation of psychological pain, defined as aversive, unnecessary, and unwanted feelings experienced by individuals. While scholars have investigated various forms of psychological pain for decades, most work is focused on negative effects for the pained individual (e.g., distress, sadness, reduced work performance) and ways to help the focal individual. What is missing is attention to the ways that psychological pain spreads and transforms between individuals and across levels in the organization. This is a critical concern, as pained employees may impose both distress and impairment on coworkers, and these interactions may ultimately have negative effects on the employee's department and organization. Further complicating the problem, spreading psychological pain (e.g., via harassment and aggression) may cause the organization to enact policies to mitigate the problem, but these policies may be ineffective, and at the extreme may have unintended effects that worsen the problem. The symposium will be comprised of a brief introduction to the various forms of psychological pain that panelists investigate in their research, a moderated discussion, and a robust question and answer period to generate discussions and connections that will continue beyond the conference.

Real-time Open

SYMPOSIUM

LIVE - OPEN

TLC

Bringing Humor to Management Education: Lessons from Collaborating with a Standup Comedian (session 238)

Last September, we hosted an internationally acclaimed professional standup comedian - one who is also a business school graduate as well as a former teacher - for a week of intense collaboration. While the primary purpose was to record half a dozen videos to be used in our school's own programs (and shared outside the school), we also held a workshop with our faculty, hosted an open mic, created a spontaneous video on a newsworthy topic, presented a comedy show, pranked our students, and learned a lot from each other. This

PDW includes the professor who initiated the project ("The Professor") and the standup comedian we collaborated with ("The Comic"); in it, we will discuss what worked and what didn't, share the results of our learning analytics, engage the audience in an interactive exercise, and look into the future of using humor in management education.

TLC SESSION SPONSOR



IVEY | Publishing

Real-time Open

LIVE - OPEN

THEME

INTERNATIONAL

RESEARCH

TEACHING

SYMPOSIUM

TLC

TLC@AOM Closing (session 239)

TLC SESSION SPONSOR



Real-time Open

MEETING

LIVE - OPEN

MSR

MSR & Friends (session 240)

This session is designed to give people an experience of connectedness. Participants choose from a range of direct-intuitive practices — including meditation, art, nature immersion (weather permitting), and dance — to increase awareness of how their actions impact others and the world around them. The convergence of science and spirituality will help frame the conversation on how such practices transform a person's consciousness. Using this frame, participants will be invited to debrief their practice experience. MSR Executive Committee members will respond with their own contributions. The session is intended to serve as the basis for writing a JMSR-type paper that explores transforming consciousness through direct-intuitive practices as the highest point of leverage for systemic social innovation. Participants will be asked to choose one direct-intuitive practice from the following four categories - Self: mindfulness meditation, body scan/ emotional scan, or participant chosen, Relationships: Loving-kindness meditation, appreciative inquiry interview, or participant chosen, Nature: observing flora or fauna (focused), nature immersion (presencing), or participant chosen, Transcendent: prayer, spiritual reflection, or participant chosen. A science-and-spirituality framing will kick off the session (20 minutes). Participants pair up to do their chosen practice (40 minutes). Participants debrief (30 minutes) and the MSR ExCom members respond and make their contributions (30 minutes). Note: This MSR & Friends session is designed with the AOM 2020 theme in mind. The goal is to broaden our mindsets, create greater synergies, and increase value-add for individuals, organizations, and society, thus enabling the field of management to contribute more effectively to meeting global and local challenges from conflict and discrimination to income inequality and climate change.

Real-time Open

MEETING

LIVE - OPEN

PNP

Performance Measurement and Management, Digitization (session 241)

Cracking the Conundrum of Understanding Multi-Stakeholder Partnership Impact

Author: Amy Mickel; California State U. Sacramento

Author: Leigh Goldberg; Leigh Goldberg Consulting, LLC

Multi-stakeholder partnerships (MSPs) have been identified as mechanisms with significant potential to trigger systemic change that is needed to tackle society's wicked problems. However, research on the impact of MSPs is scarce. A multi-dimensional research approach was used to study a landscape-scale MSP in its first four years. Findings from this research include a collection of interdependent, scalable impacts presented as 11 Partnership Impacts—highlighting three impact classifications: foundational, operational, and outcome. This research also reveals how adding value is a dynamic, iterative process with an interdependent quality; the dynamic process of generating, scaling up, and sustaining impact over a partnership's lifecycle is presented as Scaling Up Partnership Impact. Lastly, a new definition emerged where Partnership Impact is the collection of qualitative and quantitative changes that is generated incrementally over time related to or directly resulting from the intentional scaling up of foundational, operational, and outcome impacts by an MSP. These collective findings are referred to as the Partnership Impact Model and have implications for research and practice. This work is a substantial step forward in cracking the conundrum of understanding multi-stakeholder partnership impact.

[view paper \(if available\)](#)

The Disease of Corruption: Missing Funds and Health Conditions in Brazilian Municipalities

Author: Caio César Medeiros-Costa; Univeridade de Brasília - UnB

Local governments play an important role in the provision of many essential public services, such as health. Due to this importance, various researchers have investigated questions that can explain the performance of these governments in rendering such services. To contribute to this literature, here I analyze how local corruption affects health indicators. Using a random sample of Brazilian municipal governments audited by the Office of the Comptroller General between 2004 and 2010, I constructed an objective numerical indicator of corruption and applied it as an explanatory variable of health indices, employing an Input-Output-Outcome (IOO) model. For that purpose, I used an instrumental variable empirical strategy and a series of controls to assure robustness of the results, finding a causal relationship between corruption and health indicators in the three dimensions, confirming the chain reaction reported by previous studies. Besides this, the results reveal how common corruption is at the local level in Brazil, and demonstrate, among other matters, that 65.4% of the municipalities had at least one irregularity classified as corruption in the period analyzed and that most of the corruption problems were associated with procurement processes (63.4%).

[view paper \(if available\)](#)

Innovation Potentiality: Measuring Organisational Innovation Potential in the Canadian Public Sector

Author: Jo'Anne Langham; U. of Queensland Business School

Author: Neil Paulsen; U. of Queensland

Establishing a design and innovation (D&I) capability within a public sector organisation takes serious commitment and sponsorship from senior management. The leadership must commit to structural, political and cultural changes for the capability to succeed. When effective, design and innovation may cause disruption in current operational practices; become a catalyst for change; and challenge the powerful status quo. Such purposeful disruption can lead to significant progress and advancement for the organisation. However, these capabilities can often flounder due to insufficient preparation and lack of genuine dedication and endurance to overcome the obstacles that are inevitably encountered. This paper proposes a measurement model to evaluate the organisational readiness for D&I in public sector organisations. It is tested using the department of Innovation, Science and Economic Development (ISED) in Canada. The final score of 61.38% as the organisation's innovation potential shows an organisation wanting to innovate but struggling with the appropriate implementation mechanisms and cultural norms. Through understanding the strength of factors contributing to the incorporation, practice and management of D&I, organisations can increase the probability of success and growth of these capabilities. Practical implications for organisational structures and operating models related to D&I are discussed.

[view paper \(if available\)](#)

Digitization and Urban Governance: City as a Reflection of its Data Infrastructure

Author: **Ali Bayat**; U. of Aberdeen

Author: **Peter Kawalek**; Loughborough U.

Governance is a subject of much debate in the smart city literature. Many of the smart city initiatives around the world have been criticized for their failure to be citizen-centric or multi-stakeholder developments. Yet, amid this debate, the question of why different forms of smart city initiatives promotes different forms of governance is largely unexplored. This is important because the answers to this question can help guiding policy to strategically plan future initiatives so that the intended form of governance can be achieved. To answer this question, this paper directs new attention to the importance of urban data and its assemblage for urban governance. This is done through introducing an integrated framework which stems from synthesizing the existing academic debates and evidence from the already existing smart city initiatives. The framework makes three contributions. Firstly, it addresses a governance focused strategic planning of smart city initiatives by emphasizing the role of factors such as the urban context, smart city and urban vision, big data technologies, and data governance strategies. Secondly, it provides a means for comparing cities that have already taken steps toward planning smart city initiatives and puts forward guidelines for those that are at the initial stage of the process. Thirdly, it guides future empirical research investigating the determinants of urban governance and the outcomes of smart city initiatives.

[view paper \(if available\)](#)

Real-time Open

DISCUSSION PAPER SESSION

LIVE - OPEN

TIM

KM2: TIM Conversations - Problem-Solving and the Acquisition of New Knowledge (session 242)

External Consultants and Innovation

Designated as a "Best Paper" for TIM

Author: **Marek Giebel**; TU Dortmund

This paper analyzes the impact of external consultants on the innovation behavior of firms in emerging markets. Firms in these markets face particular problems which hamper organizational activities like innovation. Making use of business consultants provides firms with access to skills and knowledge to improve firm operations. Thus, the hiring of external consultants serves as a measure for firms in emerging markets to increase their innovation outcomes. Results for a sample of firms from emerging economies shows that utilizing external consultants indeed leads to a higher probability to carry out an innovation. This holds for product and process innovation, but also for innovation in management and marketing. Additional results show that the impact of the number of visits on innovation is found to be inversely-U-shaped. While the probability of performing an innovation is the highest at the turning point of the inverted-U, the first consultant visit provides the largest benefit. Thus, the findings imply that more is not always better. In addition, firms, which seek business skill or project management improvements, benefit particularly from hiring external consultants.

[view paper \(if available\)](#)

No Face, No Name, No Shame? Overcoming Barriers to Intra-Organizational Public Knowledge-Seeking

Author: **Maren Alana Mickeler**; Ludwig Maximilian U. of Munich (LMU)

Author: **Marco Kleine**; Max Planck Institute for Innovation and Competition

Author: **Pooyan Khashabi**; LMU Munich

Author: **Tobias Kretschmer**; LMU Munich

While organizational platforms are becoming more prevalent for the integration and exchange of organizational knowledge, employee engagement remains a barrier for the success of these platforms. Focusing on individual knowledge seeking in an organizational platform context, we follow a cost-benefit approach and argue that individual knowledge seeking is influenced by (a) economic cost concerns and (b) psychological cost considerations. To test our theoretical arguments, we run a lab experiment altering the costs associated with individuals' decision to openly seek knowledge on the platform. While knowledge seeking is lowest in settings with both economic and psychological costs, we observe significant increases by (a) eliminating economic consequences, and (b) removing social psychological cost considerations by inducing anonymity on the platform. In addition, our results suggest the presence of gender-related differences in knowledge-seeking behavior on organizational platforms: Male participants are chiefly discouraged by economic considerations, while females place more emphasis on social considerations. Our results highlight the facilitating role of platform anonymity on employee engagement and have implications for the efficient design of these platforms.

[view paper \(if available\)](#)

Open Ties and Deep Success

Designated as a "Best Paper" for TIM

Author: **Balázs Vedres**; U. of Oxford

Author: **Tunde Cserpes**; Aarhus BSS, Aarhus U.

Innovative teams face the paradox of relying on experience to generate novelty. This article proposes that network openness, the lack of closure with strong ties, is conducive for a wide range of success measures. We argue that openness helps to recognize and realize successful novel combinations, more so than weak bridging, brokerage, and closed ties. Prior scholarship has neglected the creative potential of open and strong relationships because it assumed that strong ties are always closed, and only weak ties bridge diverse structural locations crucial to innovative performance. We develop two team network measures of openness: density and depth of strong, open triads. We use the population of jazz musicians' careers as represented by their recording sessions to show that networks rich in strong, open ties are more prevalent than expected under a configuration model. We also show that while network openness is a consistent predictor of success measured on six different dimensions, brokerage is not. Furthermore, we show that openness that contributes to innovative performance is the result of organizing effort as opposed to lucky accidents. We discuss implications for project teams and organizations where innovation is crucial.

[view paper \(if available\)](#)

Searching for True Novelty by Embracing Uncertainty

Author: **David K. Reetz**; Technical U. of Munich

Author: **Samuel MacAulay**; U. of Technology, Sydney

Theories of search originating in the Behavioral Theory of the Firm explain organizational search as a deductive problem solving process rooted in existing knowledge structures. However, they were not intended to explain the search for new knowledge structures needed to generate truly novel outcomes. Drawing on studies of design, we theorize an organizational search process describing how novelty could be generated effectively in the face of uncertainty. Instead of deductively moving from problem-definitions to solutions, we suggest that, triggered by doubt, organizational actors abductively create contextually plausible causal models by linking potentially relevant problems and solutions. We elaborate the consequences of this conceptual shift, by theorizing the process of abductive searching that explains how actors could pursue an abstract goal by simultaneously searching for problems, solutions, and links between them, to establish a new knowledge structure. We contribute to the literatures on innovation, strategy, and entrepreneurship, by, respectively; introducing a purposive organizational process of exploration that reaches beyond novelty as serendipitous outcome; extending the cognitive perspective in strategy with a creation process that enhances agency; and providing a new way of linking entrepreneurial judgment to the pursuit of extraordinary results.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

RESEARCH

INTERNATIONAL

THEME

LIVE - OPEN

HR

HR Division Breakfast and Awards Presentation (session 738)

Asynchronous

MEETING

ASYNCHRONOUS

MBR

Coaching and Mentoring Room (session 769)

Stop by the Career Services Volunteer Registration table or the Career Services Office to sign up for a candidate coaching session. To prepare for your session, bring a copy of your CV/cover letter and interview schedule (if you have it) and meet one-on-one with a seasoned faculty member who will review your materials or walk you through a mock interview. You can find us in the Vancouver Convention Centre East-Meeting Level.

Asynchronous

MEETING

ASYNCHRONOUS

OB

OMT

STR

TIM

ENT

Advancing Network Dynamics Research: Theorizing and Measuring Network Change (session 248)

Counterbalancing the primarily static view on organizational networks dominating the literature, the explicit inclusion of time and time-related processes for the development and the consequences of networks is an emerging area of research, as shown by recent work on network churn (Burt & Merluzzi, 2016; Kumar & Zaheer, 2018) and network dynamics (e.g., Ahuja, Soda, & Zaheer, 2012; Perry-Smith & Mannucci, 2017). Network dynamics concern the regularities by which networks change and evolve as ties are created, modified, and dissolved over time. Network churn is the extent to which the composition of an individual's or organization's network changes from one period to the next (Burt & Merluzzi, 2016). Building on and extending the successful symposium on network dynamics and churn organized at the AOM 2019, this PDW brings together organizational network scholars across divisions to further accelerate research on the role of time for understanding intra- and inter-organizational networks. From a theoretical angle, we aim to raise and discuss questions pertaining to (1) different conceptualizations of network dynamics and churn, (2) their drivers, and (3) consequences at different organizational levels. Methodologically, we seek to stimulate discussions on research design, measurement, and data required to empirically study networks over time. PDW participants will become familiar with recent quantitative and qualitative research on network dynamics and churn and discuss conceptual ideas, tangible tools, and methods for future research. The PDW will also provide a forum for senior and junior scholars to engage in scholarly conversation and exchange of ideas on the topic.

Real-time Presenter

LIVE - PRESENTER

PDW (WORKSHOP)

RESEARCH

HCM

Empowerment, Autonomy & Identity in Health Care (session 758)

Factors Affecting Community Emergency Physician Treatment of Opioid Use Disorder with Buprenorphine

Author: **Ali Raja**; Massachusetts General Hospital / Harvard Medical School

Author: **Philip A. Cola**; Weatherhead School of Management, Case Western Reserve U.

Author: **Jacqueline M. Stavros**; Lawrence Technological U.

Although Emergency Departments (EDs) are often the only sites of care for patients with opioid use disorder (OUD), a proven medication, buprenorphine, is underutilized by emergency physicians. Potential theoretical explanations include ideas from Diffusion of Innovations, Social Identity, Structuration, and Attribution theories. Prior research also suggests some physicians may consider replacing one opioid with another unethical; others are concerned about patient costs for buprenorphine. However, while some reasons for underutilization of ED buprenorphine have been studied in academic hospitals, no study has explored underutilization by community emergency physicians (CEPs) working in community hospital EDs. This study investigated factors influencing CEP treatment of OUD. We used an inductive grounded theory approach and conducted semi-structured interviews to identify emergent factors from experiential accounts of 30 CEPs practicing in Ohio, a state hard-hit by the opioid epidemic. Four themes emerged: physician professional identity, image of patients with OUD, physician professional development, and resources. The latter two have been previously described but the former two themes are novel and appear to interact. Altering CEPs' professional identities by normalizing OUD and its treatment and addressing the stigma attached to the image of patients with OUD, may result in increased CEP treatment of OUD with buprenorphine.

[view paper \(if available\)](#)

HCM

Examinations of Health Care Organizations and their Environments (session 759)

Corporatization of Healthcare Organisations: A Systematic Scoping Review of Processes and Impacts

Author: **Simon Turner**; U. de los Andes, Colombia

Author: **John Wright**; U. of Technology, Sydney

Corporatization, the conversion of state-owned enterprises into semi- autonomous, legally independent entities, has gained in popularity internationally since the 1980s. However, this usage of the term has become entangled with other organizational reforms associated with new public management and appears to have lost its distinctiveness in many contemporary studies of corporatization. This scoping review of recent literature on corporatization among health care organizations internationally aimed to assess its impact on processes and outcomes and appraise the usefulness of the concept for future research and policymaking in this field. The review finds that evidence regarding the impact of corporatization on organizational processes and outcomes is mixed and weak; and, that its impact is mediated by processes at the professional, organizational and macro levels. We argue that the term corporatization lacks both sensitivity and specificity in recent public management literature and call for greater clarity concerning how corporatization is defined in future research and how it relates to other types of public management reform.

[view paper \(if available\)](#)

Evaluating Paradigm Changes in Health Care Management

Author: **Olivier Baly**; U. of Montreal

Author: **Frédéric Kletz**; Mines ParisTech

Author: **Jean-Claude Sardas**; Mines ParisTech

Paradigm changes have become a recurring theme in studies of health care management (HCM). Yet,

Who Should See the Patient? On Discretionary Patient-Provider Assignments in Hospitals

Author: **Mariam Krikorian Atkinson**; Harvard U.
Author: **Soroush Saghafian**; Harvard U.

Traditional principles in operations management and organizational theory suggest that standardizing assignments of tasks to individuals can have substantial benefits and boost performance. However, in various organizations including hospitals, individuals are not forced to follow recommended assignments, and thus, deviations from routine task assignments are often observed. This is due to the conventional wisdom that professionals should be given the opportunity to use their discretionary judgement and deviate from routine assignments when they perceive it to be advantageous. It is unclear, however, whether and when this conventional wisdom is true. We use evidence on the assignments of generalist and specialists to patients in a children's hospital, and generate insights into whether and when hospital administrators should allow providers to use their discretion to deviate from routine assignments. To perform our analyses, we identify 73 top medical diagnoses and use detailed patient-level electronic medical record (EMR) data of more than 4,700 hospitalizations. In parallel, we conduct a carefully-designed survey of physicians and utilize it to identify the routine provider type that should have been assigned to each patient. Using these two sources of data, we examine the consequence of discretionary deviations from routine provider assignments on three sets of performance measures: operational efficiency (measured by length of stay), quality of care (measured by 30-day readmission rates and rate of adverse events), and cost (measured by total charges). Taken together, our findings suggest that allowing providers to use their discretion in order to deviate from routine assignments is beneficial for task types (patients' diagnosis in our setting) that are either (a) well-defined (improving operational efficiency and costs), or (b) require high contact (improving costs and adverse events, though at the expense of lower operational efficiency). For other task types (e.g., highly complex or resource-intensive tasks), we find that routines should be enforced: deviations are

paradigms in HCM challenge three fundamental premises underlying the notion of paradigm: incommensurability, superiority, and scientificity. In this paper, we take up that challenge by asking how HCM scholars can evaluate paradigm changes in their discipline. For that purpose, we go back to Kuhn's theory of scientific revolution and we propose a framework for analyzing paradigms in HCM. We then apply that framework to a case of paradigm change in the French health care system. Evaluating the two-year impact of that change through quasi-experimental methods and panel analysis, we find that the assumptions that policy makers had made about HCM paradigms did not hold during that period. Our contribution to the literature on paradigms in HCM is threefold. On the theoretical level, our analytical framework accounts for the commensurability of HCM paradigms. Regarding methodological aspects, we illustrate how evidence-based approaches drawing on that framework may help test assumptions of superiority between those paradigms. On the practical side, we propose new research avenues that leave room for a greater participation of HCM scholars in the paradigmatic changes that are taking place in their field.

[view paper \(if available\)](#)

The Role of Environmental Munificence on Federally Qualified Health Center's Geographical Expansion

Author: **Seongwon Choi**; Trinity U.
Author: **Ganisher K. Davlyatov**; U. of Alabama, Birmingham

Geographical expansion is a common market development strategy employed by health services organizations. So-called 'geographic expansion race', expansion of facilities to different locations has been widely examined in the context of hospitals. However, rarely has it been examined in the context of safety-net healthcare organizations such as Federally Qualified Health Centers (FQHCs) despite their critical role in addressing health equity. This study expands previous knowledge on FQHCs' geographical expansion strategies with an emphasis on the influence of the area's environmental munificence. The result indicated that there was a

either detrimental or yield no tangible benefits. Our findings also establish a no free lunch theorem: while for some task types deviations are beneficial regarding some performance measures, they simultaneously degrade performance in terms of other dimensions. Finally, by comparing deviations during weekdays and weekends, early shifts and late shifts, and high congestion and low congestion periods, our results shed light on some environmental conditions under which discretionary deviations are invoked more in practice.

[view paper \(if available\)](#)

Linking Empowering Leadership and Employee Commitment Role of Goal Orientation and Task Significance

Author: **Abhishek Singh**; Indian Institute of Technology Roorkee

Author: **Santosh Rangnekar**; Indian Institute of Technology Roorkee

Drawing from psychological contract, social exchange and self-determination theory, this study proposes a model that examines the role of empowering leadership in influencing the employees' goal orientation, task significance, and employee commitment. Data were collected from 252 employees who were working in NABH accredited hospitals in India. Regression analysis was used to test the hypotheses. Results suggest that employees' commitment is influenced directly by empowering leadership as well as indirectly through employees' goal orientation, and task significance. Therefore, it is important to note that if leaders empower their subordinates, then employees' goal orientation and task significance likely to increase and influence employees' commitment. Theoretical and managerial implications are also discussed.

[view paper \(if available\)](#)

The Little Engine that Could: Psychological Empowerment in Healthcare

Author: **David Turnipseed**; U. of South Alabama

Author: **Elizabeth VandeWaa**; U. of South Alabama

positive association between area munificence and geographical expansion of FQHC sites. In addition, it was identified that there was a positive association between FQHC penetration in the area and the geographical expansion of FQHC sites. The study contributes to the existing body of literature by highlighting an association between environmental munificence organizational strategies in the context of FQHCs.

[view paper \(if available\)](#)

Antecedents of Geographical Expansion Strategy: A Case of Federally Qualified Health Centers

Author: **Seongwon Choi**; Trinity U.

FQHCs play a pivotal role as a safety-net primary care provider in the US health system. While ample evidence suggests that the overall number of FQHCs and FQHC sites has been on a steady rise, little is known about a vast difference in the number of FQHC sites across FQHCs and communities. Wide variations in the number of sites between FQHCs have important implications such as differential access that may perpetuate disparities in quality of care. Understanding the gap, this study examines the association between an array of organizational and environmental factors and the number of FQHC sites. The result indicated that FQHC patient volume and competition in the area were significantly associated with the extent to which FQHCs operating more sites in different locations. The result also indicated that the variance in the number of FQHC sites is largely due to between-FQHC differences meaning that the overall growth of the FQHC program may not occur just by FQHCs growing over time. Our results imply that managers and policymakers should appropriately address underlying factors in an effort to foster even growth of FQHCs.

[view paper \(if available\)](#)

The Use of Social Deprivation Index to Examine Nursing Home Quality

Author: **Justin Lord**; Louisiana State U. Shreveport

Author: **Ganisher K. Davlyatov**; U. of Alabama,

Given the steadily increasing and unsustainable rise in healthcare costs, due in large part to its labor component, healthcare administrators are facing pressure to increase productivity and manage labor costs. The purpose of this study was to identify relationships between the dimensions of psychological empowerment (PE) and above-norm performance, or discretionary, pro-organizational behavior measured as organizational citizenship behavior in a sample of healthcare employees. Understanding this linkage will help healthcare managers increase labor productivity and contribute to healthcare expense control. Data were obtained from a general hospital (n = 137). Using hierarchical regressions to elucidate the incremental and total contribution of PE to the variance in OCB, we built models with the PE cognitions (meaning, self-determination, impact, and competence) as independent variables, to test the hypothesized linkages. This is the first known study to provide evidence of the direct relationship between psychological empowerment and OCB. Results indicated that employees whose work roles are consistent with their personal values (psychological empowerment meaning), and who feel able to shape and perform their jobs (psychological empowerment competence) are more likely to be intrinsically motivated, and engage in conscientiousness, altruistic, and obedience OCB. This knowledge can help healthcare managers understand how to increase empowerment and thereby gain productivity without increasing labor cost.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Birmingham

Author: **Robert J Weech-Maldonado**; U. of Alabama, Birmingham

Health and health care access inequities vary along social and economic gradients. The Social Deprivation Index, is a composite measure of socio-economic factors (schooling, living conditions, transportation, home ownership, marital status). Using this index, we can explore how nursing home performance can be influenced by the resources available in the environment. The purpose of this paper is to explore the relationship of social deprivation and quality of care. Secondary data for 2011-2014 from Brown University's Long-Term Care Focus, CASPER (Certification and Survey Provider Enhanced Reporting), and the Census American Community Survey was used. Structural equation modeling with maximum likelihood estimation was used to examine the total, direct, and indirect effects of the variables as conceptualized using Donabedian's structure, process, and outcomes framework. In this study, structure consisted of RN staffing mix and RN, LPN, and CNA staff intensity; process was conceptualized as anti-psychotic medications, and outcomes as re-hospitalizations, falls, and pressure ulcers. Control variables included organizational level (total beds, percentage of Medicare and Medicaid, occupancy, percentage of minorities, multi-facility and for-profit status) and market level (Hirschman Herfindahl Index for competition). We found as the munificence of the environment decreases, organizations will substitute out highly compensated and trained RNs and increase the staffing levels of LPNs and/or CNAs. All nurses, regardless of skill mix, are associated with decreased use of anti-psychotic medications; however, RNs have the greatest impact. Higher uses of anti-psychotic medication is associated with greater prevalence of re-hospitalizations, falls and pressure ulcers. This study illustrated that organizations are responsive to the resources available in their environment. All levels of nurse staffing can have a positive impact on improving processes, like decreasing the use of anti-psychotic medications. Nursing homes located in socially deprived areas may lack the staff mix to reduce the use of anti-psychotic medications, which in turn, has a detrimental effect on resident quality of care outcomes.

MOC

Benefits of Flexibility in Organizations (session 773)

Making Sense of the Psycho-Cognitive Microfoundations of Organizational Routines

Author: Piotr Makowski; U. of Warsaw

Are organizational routines rather automatic and inertial or flexible and adaptive? The goal of this work is to build a psycho-cognitive perspective on habits and flexibility to show the missing link for solving the problem of the automaticity and flexibility of routines. The paper offers a version of the microfoundational approach which is projected as a more systematic research program. Its purpose is not only to draw attention to the role of psychological flexibility, which has been overlooked in routines research, but also to redirect the microfoundational approach to routines to issues explored in cognitive and social psychology. Psycho-cognitive microfoundations may help broaden our sight and unlock further theory development about routines.

[view paper \(if available\)](#)

Identity Management in Times of Transition: Fostering Positive Pathways Over the Career Lifespan

Author: Kate Horton; Rotterdam School of Management, Erasmus U.

Macro role transitions (e.g., promotions, inter-organizational, inter-professional moves etc.) are a frequent reality for many employees across their careers. Indeed historical expectations of a 'job-for-life' are becoming increasingly unrealistic, as individuals face multiple transitions throughout their working lives. These transitions can be

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MOC

Challenges, Identity Threats, & Coping (session 772)

The Compassion Spillover Effect: Can Self-Compassion Beget Others' Compassion?

Finalist for MOC Division Best Student-Led Paper Award

Author: Yu Tse Heng; U. of Washington, Seattle

Author: Ryan Fehr; U. of Washington, Seattle

Author: Kira Franziska Schabram; U. of Washington

A decade of research has highlighted the benefits of being compassionate to oneself in times of suffering. Despite this, many remain hesitant to practice it, fearing the interpersonal backlash that stems from beliefs that self-compassion is selfish or even self-indulgent. In this research, we consider the implications of sufferer self-compassion for others' perceptions, feelings, and behaviors toward the sufferer. Drawing on social information processing theory, we propose that sufferer self-compassion facilitates others' felt compassion for the sufferer, in turn encouraging supportive behaviors toward the sufferer. We tested and found support for our predictions in a laboratory experiment of 242 participants participating in 121 dyadic, face-to-face interactions. Contrary to the concern that sufferer self-compassion might trigger punitive evaluations or treatment from surrounding others, our results suggest that sufferers' self-compassion can instead spill over to fuel others' compassionate behaviors.

[view paper \(if available\)](#)

Dealing with Personal Identity Threats: The Case of Negative Media Coverage

Author: Pierre Nicolas Huneke; Johannes Gutenberg-U. Mainz

threatening and disruptive to one's work identity, but may also represent a source of growth and renewal. However, in order to capitalize on the potential of transitions for identity growth, individuals must find ways to constructively manage their identities in these times of change. In this vein, this paper represents a timely effort aimed at understanding how individuals can foster positive role changes throughout their careers. Specifically I shed light on the identity management tactics that individuals use during macro role transitions, as well as the personal and contextual (organizational/societal) factors that facilitate/hamper these processes. Moreover, I build on these insights to construct the 'career identity sustainability model' which explains how, through processes of identity management, individuals can develop personal resources (psychological capital, experience) and resilient and multi-dimensional work identities, which facilitate positive role transitions and sustainable careers across the lifespan.

[view paper \(if available\)](#)

The effect of Cognitive Flexibility on Multi-Level Competitive Categorization

Finalist for MOC Division Best Submission with Practical Implications for Organizations

Author: **Tian Wei**; Rennes School of Business

Author: **Fabio Fonti**; Rennes School of Business

Managers' cognitive capabilities – i.e., their abilities to perform activities involving cognition – allow organizations to effectively enact strategic changes that are needed to adapt to environmental dynamics. Research has shown how heterogeneity in managers' cognitive capabilities helps to explain why some firms outperform rivals in competitive situations. An important cognitive capability, cognitive flexibility allows managers to shift between mental modes to match the types of problems they face and the tasks to deploy in order to face them. In doing so, it helps them overcome cognitive inertia and yields their firms strategic flexibility. Cognitive flexibility also affects other cognitive processes, such as managers' perception of their market's competitive landscape and specifically competitive categorization – or the ability to categorize rivals into

Despite its theoretical and practical importance, empirical research on how employees deal with threats to their personal identity is surprisingly scarce. Using negative media coverage as an example, this study seeks to fill this void by shedding light on how employees make sense of and decide how to respond to such threats. To address this question, we conducted an in-depth case study in the context of professional football organizations in Germany. Our key contribution lies in developing a grounded process model and propositions that clarify employees' responses to media-induced identity threats. We identify strategies that employees use for dealing with the media, ranging from disregard to active attempts to influence the coverage. We also show when employees respond with which of these strategies. Our findings have important implications for the growing body of research on personal identity threats and organizational identity research more broadly.

[view paper \(if available\)](#)

Examining the Threatened Manager: Effects of and Responses to Leader Identity Threat

Author: **Jordan Nielsen**; Purdue U.

Author: **Thomas Ptashnik**; U. of Iowa

Author: **Amy E. Colbert**; U. of Iowa

Author: **John Lynch**; U. of Illinois at Chicago

One of the most challenging features of a managerial role is the exposure individuals have to informal negative feedback from subordinates, peers, and supervisors. Although such feedback is an inevitable component of a manager's job, we suggest that it can interrupt a manager's sense of self, or identity, such that their well-being and behavior is negatively affected. Drawing from identity theory and identity perspectives on leadership and stress, this research introduces the phenomenon of leader identity threats— a situation where claims to leadership are not reciprocated through grants of leadership from others. In a two-wave survey of 158 full-time managers from a variety of industries and organizations, we found that managers who experienced leader identity threats to a greater degree in the last year were more likely to experience psychological strain, form

different groups – which shapes competitive relationships among firms and affects their performance. Yet, research on the contribution of managers' cognitive flexibility to their categorization process is still limited. To address this gap, we built a multi-level simulation to explore how managers' differences in cognitive flexibility affect competitive categorization and, through it, firm performance. Results highlight the link between cognitive capabilities – in particular, cognitive flexibility – and firms' strategic activities. We close by discussing theoretical contributions and managerial implications of our findings.

[view paper \(if available\)](#)

Organizations in Pursuit of the Seemingly Impossible: A Multi-Method Investigation

Author: **Kelly E. See**; U. of Colorado, Denver

Author: **C. Chet Miller**; U. of Houston

Although the frequency with which organizations pursue seemingly impossible goals remains unknown, it seems clear from available research that such goals are used with some regularity. Because pursuing seemingly impossible goals, popularly known as stretch goals, carries substantial risks in addition to the potential for significant gains, we attempt to address important questions that have been left open in the limited empirical work to date. We first review results from a national survey assessing the incidence of stretch goal pursuit in organizations across multiple industries. We then present the results of two field studies: a multi-informant self-report survey of 182 units in a variety of different organizations, and a comparative case study of eight clinics within one healthcare organization. Both studies suggest that unabsorbed slack and strong performance in the recent past are requisite factors for improvements in learning and performance when pursuing stretch goals. The studies also highlight cognitive, affective, and behavioral mechanisms through which slack and recent performance seem to affect organizational outcomes. Our findings provide actionable insights in an area of study important for both scholarship and practice. Although typically negative for organizations, stretch goals can be positive in some contexts.

intentions to turnover, and self-report negative leader behaviors. Contrary to expectations, support from supervisors did not reduce the negative effects of leader identity threat; indeed, leader identity threat actually negated the positive effects of such support. A third survey employing a critical incidents technique led us to identify four response tactics that managers use to address leader identity threats, including derogating, confessing, teaching, and feedback-seeking. These inductively derived tactics were supplemented by four additional deductively derived responses (withdrawing, shifting, re-framing, and importance change). Finally, through content validation, EFA, and CFA, a scale was developed to measure these eight response tactics. We close by discussing the implications of these findings for organizations, and for future research furthering this line of inquiry.

[view paper \(if available\)](#)

How the Experience of Growing from Challenges Becomes a Resource for Individuals and Organizations

Author: **Eun Bit Hwang**; U. of Michigan

Based on in-depth interviews and a field survey, this inductive study explores a process of how individuals develop their growth-from-challenge narrative from experiencing a series of personal crises and challenges and how they use this growth narrative in their organizational life. Through in-depth interviews (Study 1) with informants characterized by high-level of growth and formal power in their organization, I find that activation of core values, resulting from growth from challenge, leads individuals to engage in both intra-personal (i.e., commitment to core values and accountability for others) and inter-personal (i.e., living their values and story sharing) resourcing of their growth-from-challenge narratives. With field survey data (Study 2), I investigate the same research question with a broader population characterized by average-level of growth and less or no formal power in the organization. Taken together, the current research highlights how individuals develop a single growth-from-challenge narrative from experiencing multiple difficult events and that they bring this growth narrative into their organizational life. Based on the

view paper (if available)

Trajectory of the Interplay Between Team Cognitive Processes and Collective Emotions During Crisis

Author: **Marzieh Saghafian**; Stanford U.

Author: **Mary J. Waller**; Texas Christian U.

Organizations commonly use teams to rapidly and appropriately respond to crises. These teams must face a multidimensional challenge because crises not only comprise ill-defined, complex problems, but also exert high emotional demands on the team. As a result, team functioning in crisis events involves handling each dimension of the crisis through distinct, yet concurrent, types of responses, namely team cognitive processes and collective emotions. Focusing on 20 teams of MBA students dealing with a simulated organizational crisis, we tracked the evolution of the co-occurrence (also called coupling) of team cognitive processes and collective emotions over the course of the crisis event. An exploratory visualization tool called GridWare was used to plot the coupling trajectory on a two-dimensional grid and compare the structure and the content of the coupling trajectory in higher-performing teams with lower-performing ones. The structure of the coupling trajectory in higher performers was not found to be any more or less variable than in lower performers. In terms of content, however, the coupling trajectory of higher-performing teams tended to fall into a single, strong coupling, as opposed to the coupling trajectory of lower-performing teams which tended to get drawn toward multiple, weaker couplings. The single, strong, attracting coupling that pulled the trajectory of higher-performers was the coupling of explicit action processing (a cognitive process) and midaroused-neutral collective emotion. In other words, higher performers had more tendency to keep returning to discussing and updating their actions in a midaroused-neutral emotional atmosphere. Implications for future research and crisis management training are discussed.

view paper (if available)

perspective that individuals' personal growth narrative can be served as a resource, the current research also shed lights on how they resource it in various ways depending on their degree of their growth from challenge and formal power in the organization. I conclude by suggesting that different patterns of growth narrative resourcing can have differential impact on various levels within an organization.

view paper (if available)

To Belong or Not to Belong: Willingness to Contribute Ideas and Belonging Uncertainty

Author: **Daphné Baldassari**; U. of Toronto

Gender status beliefs affect individuals' decisions to contribute ideas to the group. In male-stereotyped domains, women contribute fewer ideas to the group compared to men as they overestimate their peers' abilities. Interventions targeting gender status beliefs have been unsuccessful so far. This paper explores an alternative mechanism, belonging uncertainty, to leverage new interventions aimed at reducing the gender gap in the willingness to contribute ideas to the group. Due to their minority status in the industry, women are more likely to experience uncertainty on whether they belong and process any information as a signal used to update their sense of belonging. I theorize that belonging uncertainty induces women to withdraw their participation in the group. I design a lab experiment with 198 participants and test whether being in a female-majority group will reduce women's belonging uncertainty, and thus positively affect the willingness to contribute to the group. I find that belonging uncertainty, and more specifically how individuals process information on their sense of belonging, is negatively associated with their willingness to contribute ideas. However, counter to my theoretical prediction, men are more sensitive than women are to the effect of belonging uncertainty on their decision to contribute ideas to a group.

view paper (if available)

Asynchronous

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CAR

GDO

MED

Innovative Approaches to Creating Gender Inclusive Academic Environments (session 740)

Across the globe, women continue to be underrepresented in academic institutions and face several inequities. To redress these, many universities are acting to increase female student participation across academic disciplines, supporting the careers of female faculty members, and creating gender inclusive workplaces. Such institutional change efforts are often initiated as well-funded, institution-wide initiatives, such as the National Science Foundations's ADVANCE program in the U.S., Science in Australia Gender Equity, and Athena Swan in the U.K. Organizational level change is important, but structural and cultural change takes time and requires the mobilization of significant resources. In addition to organizational efforts, there is a clear place for more organic, bottom-up, cost-effective, and portable programs that target gender equity change in individuals, both male and female. Such initiatives can lead to much quicker, smaller scale change from the bottom up and can be delivered either within or independently of organizational level programs. Panel members in this symposium have all been involved in the development and delivery of a multitude of individual-level initiatives to help create more gender inclusive academic workplaces. Through presentation and extensive interaction with the audience, the panelists will share their initiatives and experiences in leading bottom-up gender equity change initiatives. Thus, the symposium will inform participants about ongoing gender equity change efforts in academia, hopefully inspiring our audience to create and implement similar interventions in their own institutions.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

RESEARCH

PAPER SESSION

ASYNCHRONOUS

CAR

Work and Career Attitudes (session 739)

How Job Dissatisfaction Regresses After Motivating Voluntary Job Mobility, Two Cross-lagged Studies

Author: **Jinyi Zhou**; U. of Science and Technology Beijing

Author: **Yanjun Guan**; Durham U.

Author: **Yawen Li**; Beijing U. of Posts and Telecommunications

Some studies indicate that job dissatisfaction will motivate employees to switch their jobs while others suggest that tendency to feel dissatisfied with the job is an inherent individual difference which cannot be entirely decreased through voluntary job mobility. Current study tries to integrate these two theoretical perspectives. Drawing upon the affective adaptation theory, we propose a dynamic model which describes that although voluntary job mobility facilitated by job dissatisfaction will temporarily decrease job dissatisfaction, this effect will not prolong. This is because the temporary decrease of job dissatisfaction caused by prior voluntary job mobility will inhibit voluntary job mobility in the future, which in turn increase job dissatisfaction to some extents until the influence of prior voluntary job mobility diminishes. Job dissatisfaction and voluntary job mobility serve as mediators that keep eliminating the negative effect of voluntary job mobility on job dissatisfaction until it becomes positive. Moreover, the personal control facilitates this recursive relationship by moderating these mediating effects. Results of two cross-lagged studies with 956 and 5,025 employees in individual-level as well as 6,692 and 35,175 career tracks in year-level from National Longitudinal Study of Youth confirm the hypotheses.

[view paper \(if available\)](#)

Multiple Foci of Commitment and Employee Silence: A Role Theory Perspective

Author: **Si Qian**; Renmin U. of China
Author: **Bert Schreurs**; Vrije U. Brussel
Author: **I. M. Jawahar**; Illinois State U.

Voice enhances whereas employee silence compromises organizational effectiveness and efficiency. We assert that individuals with different foci of commitment vary in their conceptualization of voice behaviors as integral to their roles, which in turn, influences voice behaviors. Integrating these two literatures under the overarching framework of role theory, we investigated the mediating role of voice role conceptualization in the relationship between multiple foci of commitment and employee silence and whether this mediation was moderated by perceived organizational politics. Data collected from 437 working adults from United States and China were used to test our moderated mediation model. Results indicated support for mediation and moderated mediation for the team-oriented commitment and silence relationship through its impact on voice role conceptualization, controlling for career-oriented commitment and organizational commitment. We discuss implications of results for theory and practice.

[view paper \(if available\)](#)

A Committed Journey Towards Your Career: the Mediating Effect of Perceived External Employability

Author: **Yi-chun Lin**; National Taiwan Normal U.
Author: **Angela Shin-yih Chen**; National Taipei U.

Career plateau has been a major concern for many seasoned employees because they often stay in the same position longer than expected and lack job challenges over time. This phenomenon is now considered a normal career development stage in life. The purpose of this study is to test the effects of career plateau (hierarchical and job content) on career commitment, along with the mediating effect of perceived external employability. We test the hypotheses with survey data collected from a convenience sample of 472 white-collar employees who had full-time jobs and were enrolled as Executive MBA and continuing education students in five large universities in Taiwan (77% return rate). Based on structural equation modeling analysis, the

results showed that both hierarchical and job content plateau had significant negative effects on career commitment. Also, perceived external employability partially mediated the negative relationship between hierarchical and job-content plateau and career commitment. The findings of this study provide insight for career management scholars and practitioners by promoting a better understanding of suitable career management practices for more 'seasoned' employees who are valued for their knowledge, experience and expertise. Drawing from career motivation theory, we fill the gap of testing the mediating effect of perceived external employability to link hierarchical and job content career plateau to career commitment as career-related outcomes.

[view paper \(if available\)](#)

Internship Experience and Organizational Attractiveness: Does Realistic Job Fit Matter?

Designated as a "Best Paper" for CAR

Author: **Tomoki Sekiguchi**; Kyoto U.

Author: **Yoshitaka Mitate**; The U. of Kitakyushu

Author: **Yunyue Yang**; Yokohama National U.

While job seekers in many instances rely on indirect and sometimes inaccurate information to assess the attractiveness of potential employers, internship experience will provide more realistic and accurate information about the nature of work performed in sponsoring organizations, which would influence organizational attractiveness. The current study using ex-ante and ex-post (i.e., pre-internship and post-internship) research design with a sample of 155 Japanese undergraduate students in a university-sponsored internship program found that, although organizational attractiveness on average declined after the internship, skill variety and feedback from employees in the internship job positively influenced perceived needs-supplies (NS) fit after controlling for its initial level before the internship. The NS fit in turn influenced organizational attractiveness after controlling for its initial level before the internship. Moreover, some of the above mediating effects were stronger for interns with high social skill and/or high self-esteem. Our findings highlight the importance of work characteristics of internships as a realistic source of

CM

Dynamic Perspectives of Faultlines: Moderating Conditions and Effects Over Time (session 741)

Faultlines are complex and dynamic in nature. Therefore, it is important to investigate faultlines phenomena from a dynamic perspective and investigate under what conditions, and for which type of criteria, faultlines matter the most. In this symposium, we take into account the contexts in which faultlines operate and seek to provide new insights into when and under what conditions faultlines are likely to be effective. Our symposium features four papers that provide a shift from static to dynamic views of faultlines. Through the papers presented in our session, we hope to both refine and advance current understandings of faultlines in organizations.

Knowledge Faultlines and Team Survival: Role of Task Complexity

Yunhyung Chung; U. of Idaho
Youngkyun Park; U. of Idaho

Faultlines in Space: Regional Culture, Affect, and Team Processes Over Time

Huiru Evangeline Yang; U. at Buffalo, The State U. of New York
Tatem Burns; DePaul U.
Yekaterina Bezrukova; U. at Buffalo, The State U. of New York
Suzanne T. Bell; DePaul U.
Chester S. Spell; Rutgers U., Camden

The Joint Effect of Conflict Cultures and Faultlines on Healthcare Quality

Ren Li; Emory U., Goizueta Business School

organizational attractiveness, which contributes to attracting high potential interns.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

CM

The Influence of Leadership on Team Conflict and Processes (session 742)

Consequentialist Motives for Punishment Signal Trustworthiness

Author: **Nathan Dhaliwal**; U. of British Columbia
Author: **Daniel Skarlicki**; U. of British Columbia
Author: **JoAndrea Hoegg**; U. of British Columbia
Author: **Michael Daniels**; U. of British Columbia

Upholding cooperative norms via punishment is of central importance in organizations. But what effect does punishing have on the reputation of the punisher? Previous research shows third parties can garner reputational benefits for punishing transgressors who violate moral norms. However, managers can be motivated to punish a transgressor for at least two reasons: (a) to make the violator pay for committing a transgression (deontological motive) and (b) to deter future transgressions (consequentialist motive). In the present paper we explore whether reputational benefits vary depending on the motive for the punishment. In Study 1, people who endorsed consequentialist (versus deontological) motives for punishing were seen as more trustworthy. In Study 2 we found that when pitted against one another, a person who endorsed a consequentialist motive for punishing was chosen more often as a partner for a Trust Game. In Study 3 we examined whether this preference is a result of differences in perceptions about the underlying traits of consequentialist versus deontological punishers. The results showed that managers who punish employees for consequentialist reasons are seen as having less psychopathic tendencies, and this relates to them being perceived as more trustworthy and superior cooperation partners. Study 4 replicated these

Virginia K. Choi; U. of Maryland College Park
Michele Joy Gelfand; U. of Maryland

The Accruing Effects of Faultlines

Sherry M Thatcher; U. of South Carolina

Mirko Antino; Instituto U. de Lisboa (ISCTE-IUL)

Alyson Meister; IMD Business School

Asynchronous

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

findings, and showed that perceptions of the manager's psychopathic tendencies mediated the relationship between punishment motive and perceived trustworthiness. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

The Effects of Abusive Supervision Climate on Team Mindfulness and Team Conflict

Winner of CM Division Best Paper Award - Conflict in Context

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

Author: **Gergana Todorova**; California State U., Fullerton

Author: **Marie Dasborough**; U. of Miami

Author: **Yunxia Shi**; Shandong Technology and Business U.

To examine abusive supervision in teams, scholars have recently proposed the concept of abusive supervision climate. Given the infancy of this line of study, we still know little about how abusive supervision climate functions in teams. We argue that one important, but thus far neglected consequence of abusive supervision climate, is team conflict. Here we examine whether and how abusive supervision climate influences relationship conflict, task conflict, and process conflict and propose team mindfulness as an underlying cognitive mechanism. From a sample of 499 employees in 92 teams, we found that abusive supervision climate aggravated task conflict and process conflict via diminishing levels of team mindfulness. Abusive supervision climate, however, did not exacerbate relationship conflict through this pathway. Our findings thereby advance our current understanding of the consequences of abusive supervision climate from a team mindfulness perspective.

[view paper \(if available\)](#)

Is LMX Differentiation a Hindrance or a Promotion to Team Functioning? Acyclicity Matters

Designated as a "Best Paper" for CM

Author: **Jieying Xu**; Zhejiang U. of Finance and Economics, China

Author: **Erica Xu**; Hong Kong Baptist U.
Author: **Xu Huang**; Hong Kong Baptist U.

Drawing from the recent theoretical development in social hierarchy, we theorize that whether leader-member exchange (LMX) differentiation breeds status conflict and ultimately undermines team performance hinges on the alignment between LMX differentiation and acyclicity. Based on data collected from 89 work teams in mainland China, we found that only when LMX differentiation was misaligned with acyclicity, LMX differentiation was positively related to status conflicts and, as a result of it, undermined team performance. In contrast, when LMX differentiation was aligned with acyclicity, LMX differentiation was negatively related to status conflicts and consequently promoted team performance.

[view paper \(if available\)](#)

Perfectionism and Conflict: The Role of Leader Conflict Interventions (WITHDRAWN)

Author: **Yuwen Liu**; National Tsing Hua U.

This study examined how perfectionism asymmetry, such as adaptive and maladaptive perfectionism, influences task and relationship conflicts. We further investigated how leader's conflict interventions moderate the relationship between task and relationship conflict and emotional exhaustion from a multilevel perspective. Data was collected from 495 employees comprising 128 project teams. Results showed that adaptive perfectionism asymmetry is negatively related to task conflict and maladaptive perfectionism asymmetry is positively related to task and relationship conflict. We further examined moderation effects to understand how leader mediational and autocratic conflict interventions can enhance or constrain the effects of perfectionism asymmetry on employees' conflict.

[view paper \(if available\)](#)

Look on the Bright Side of Task Conflict: Leader Member Exchange Differentiation & Team Performance

Author: **Bret Bradley**; U. of Oklahoma
Author: **Hui-hua Liu**; Shanghai Jiao Tong U.
Author: **Xin-an Zhang**; Shanghai Jiao Tong U.

Leader member exchange differentiation (LMXd) has both positive and negative effects in teams, and we theorize that it will moderate the relationship between task conflict and team performance, and might even allow for the beneficial effects from task conflict to team performance to emerge. However, it may also strengthen the relationship between task conflict and relationship conflict. Results from an empirical study conducted in China with 48 teams from various organizations supported the proposed model. In our study the relationship between task conflict and team performance was curvilinear, in the form of an inverted-U, but only when LMXd was high as theorized. Task conflict had a positive relationship with team performance when task conflict went from low to moderate levels, but a negative relationship when it went from moderate to high. However, we also found that task conflict had a higher association with relationship conflict when LMXd was high, indicating some interpersonal downsides to the performance benefits. Both theoretical importance and practical significance of these findings were discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

Diversity Policies in Organizations (session 752)

Diversity As I Say, Not As I Do: Organizational Authenticity and Diversity Management Effectiveness

Designated as a "Best Paper" for GDO
Author: **Andrew Marcinko**; Durham U.

This research examined how a misalignment between an organization's espoused values and its realized practices regarding diversity affected employees' affective commitment, organizational identification, and turnover intentions. Further, it

GDO

Gender Diversity on Boards (session 753)

When Tokens Matter: A Critical Perspective on Tokenism and Women on Corporate Boards

Author: **Tanusree Jain**; Trinity College School of Business
Author: **Deirdre Ahern**; Trinity College Dublin

This essay critiques the existing understanding of the concepts of tokens and tokenism within the particular context of women on corporate boards. We argue that existing tokenism scholarship adopts a reductive logic that equates tokens with tokenism

investigated whether these relationships were mediated by perceived organizational authenticity. Using an experimental methodology, Study 1 tested the effects of both an organization's diversity management approach (espoused values) and its demographic representativeness (realized practices) on employee attitudes. The results supported a moderated mediation model such that when an organization was less demographically diverse, participants reported lower identification and commitment when the organization also expressed instrumental diversity management approach values (i.e., diversity was instrumental to the organization's primary business objectives). Further, these relationships were fully explained by the extent to which the participants perceived the organization as (in)authentic. In Studies 2 and 3, an intervention was developed based on previous research involving hypocrisy and two-sided messaging. When either a university (Study 2) or a company (Study 3) included an "honest hypocrite" message acknowledging that they were not yet as diverse as they would like, it negated the negative effects of an espoused values / realized practice mismatch. Finally, Study 4 surveyed working professionals and found support for a serial mediation where the positive relationship between an organization's espoused – practiced discrepancy and employee turnover intentions was explained by perceived organizational authenticity and affective commitment / organizational identification in parallel. These findings' contribution to our understanding of diversity management effectiveness is discussed.

view paper (if available)

Disabling Effects of Enabling Social Policies on Gender Equality in Organizational HR Development

Author: **Astrid Reichel**; U. of Salzburg

Author: **Fida Afiouni**; American U. of Beirut

Author: **Maike Andresen**; U. of Bamberg

Author: **Eleni Apospori**; Athens U. of Economics and Business

Author: **Silvia Bagdadli**; SDA Bocconi

Author: **Janine Bosak**; Dublin City U.

Author: **Jon P. Briscoe**; Northern Illinois U.

Author: **Martina Gianecchini**; U. of Padova

Author: **Emma Parry**; Cranfield U.

and assumes numerical underrepresentation of women as an implied signal of lack of power, thereby failing to fully reflect the latent power of tokens as potential agents of both personal and inter-group change. Integrating perspectives from socio-psychological theories namely, social categorization, social identity and social integration, we argue that, after appointment, the effectiveness of a woman token's station on a corporate board ought to be qualitatively evaluated in terms of her social categorization and the extent of her social identification with the non-dominant gender group, and her ex post facto social integration into dominant peer group. We propose a layered token theory defining four categories of tokens, (1) the marginalized token; (2) the passive token; (3) the queen bee token; and (4) the changemaker token. These theorized categories capture how women board members differentially navigate group dynamics within the collective, once a board position is taken up consequently affecting tokenism on corporate boards. Our essay has relevance for gender discourse and management research.

view paper (if available)

Does Making a Business Case for Voluntary Quota-Induced Board Gender Diversity Pay Off?

Author: **Tahir M. Nisar**; U. of Southampton

Author: **Derek Eldridge**; U. of Manchester

Women in top management have attracted global interest, and many governments have implemented the policy of female director quotas on corporate boards. In the context of self-regulatory quotas, policy-makers justify their intervention to improve board gender balance by appealing to the business case rather than gender equity concerns, that gender diversity improves firm performance. Critical mass theory provides theoretical support to such a position; according to this theory, a positive influence on the corporate financial behavior may exist when the number of female directors increases to critical mass level. Using FTSE 350 companies from 2006 to 2016 as the sample, the current paper evaluates female directors' influence on corporate financial outcomes against the background of imposing UK self-regulatory quotas. Our results show a significant positive correlation after the

Author: **Mami Taniguchi**; Waseda U.
Author: **Pamela Suzanne**; U. de San Andrés

Human capital and its use on the labour market are associated with desirable outcomes for individuals, organisations and societies. A variety of social policies, such as paid parental leave and formal childcare, are designed to enhance parents' labour force participation. These policies vary considerably in extent and nature between states, with different influence on men's and women's decision regarding their labour market supply and on organisations' expectations towards labour availability, potentially affecting employers' willingness to invest in their employees. Thus, social policies may indirectly influence individuals' human capital and career development. Using a sample of over 13,500 individuals from 19 countries, we investigate the moderation effect of gender on the relationship between social policies and human resource development practices. Both policies have disabling effects for women, but not for men. We provide explanations for the counterintuitive result regarding the provision of childcare with reference to the statistical discrimination effect.

[view paper \(if available\)](#)

UK Demographic Diversity in Law Firms: Have Ten Years of Diversity Initiatives had an Impact?

Author: **Peter James Urwin**; Westminster U.
Author: **Matthew Gould**; Brunel U.

Evidence on 'what works' in the promotion and effective management of demographic diversity is lacking. This paper analyses 10 years of data on 51 Law Firms (2006-2015), containing information on the proportion of female and minority ethnic Partners, Associates and Trainees within a Firm's UK operations; together with detail on the Firm's diversity initiatives. Regression-based approaches identify factors driving change in workplace diversity, with a particular focus on the impact of diversity initiatives (captured using a 17-item questionnaire). We find no significant impact for an aggregate measure that captures the extent of a firm's resource commitment to diversity initiatives; but investigation of specific areas that make up this aggregate score, suggest this is not driven by a lack of significance in all underlying components. For

imposition of the quota. Moreover, based on all firm-year observations, we find that the effect of three and more female directors is more pronounced than that of two women, or just one, confirming the predictions of critical mass theory. Finally, we show that female directors serve as a supplementary mechanism for companies with weak governance but can lead to over-monitoring for organizations with strong governance. These findings demonstrate that the introduction of a gender quota not only dramatically increases the number of female directors of FTSE 350 companies but also significantly changes firm outcomes.

[view paper \(if available\)](#)

What Explains Gender Diversity on Corporate Boards Within the Global Economy?

Author: **Fatemeh Askarzadeh**; Old Dominion U.
Author: **John C. Rajan**; Old Dominion U.

Despite mounting societal demands for board gender diversity, some firms deviate below national and industry norms (i.e., under-conformity). What might explain this non-conforming behavior? Building on insights from the emerging corporate governance deviance theory coupled with the institutional logics perspective, we examine the impact of entrepreneurial orientation of the firm on this deviant behavior. Using panel data on a globally representative set of firms, we show that firms with higher entrepreneurial orientation are more likely to go below the national norms in terms of board gender diversity. Our results also reveal that having more slack resources weakens the relationship between entrepreneurial orientation and under-conformity. This study describes and explains the underlying patterns associated with board gender diversity within a national governance environment by focusing on the entrepreneurial identity of the firm. Overall, we contribute to the comparative gender diversity literature and augment the knowledge of the institutional logics perspective for a global investigation of gender diversity on the board.

[view paper \(if available\)](#)

instance, higher scores in the area of staff development and support are associated with higher levels of gender and ethnic diversity. Considering the pattern of differences across firms according to areas of practice, more 'international' areas of practice have higher levels of ethnic diversity, possibly driven by a global recruitment focus and a higher proportion of overseas non-white staff; whilst the 'international' nature of these areas is also associated with longer, unsociable hours, and fewer female lawyers. Our finding is that diversity initiatives are not sufficient [at least across Law Firms] to overcome deeply entrenched practices associated with different areas of practice, which dominate in our explanation of company diversity profiles.

[view paper \(if available\)](#)

Is Diversity Still Progress? The Process of Diversity Commodification in Interracial Organizations

Author: **Christopher Munn**; Indiana U., Lilly Family School of Philanthropy

Author: **Oneya Okuwobi**; Ohio State U.

Abstract: America is rapidly diversifying, and organizations are adapting to meet the needs of our changing society. Leaders of diverse organizations are expected to celebrate cultural differences, manage multiple preferences, and facilitate egalitarian relationships. Recent work on organizations reveal that diversity initiatives focus on appearing progressive but, in practice, reproduce internal and external racial inequalities. This study examines the diversity initiatives developed by leaders of multiracial churches. A systematic analysis of in-depth interviews, field notes, and surveys of 121 leaders of multiracial religious organizations reveals why social embeddedness matters for diversity initiatives and how leaders leverage diversity to increase economic resources. We develop a theoretical concept called "diversity commodification" – converting the social value embedded in relations to non-majority groups into material resources – to explore how and why leaders convert the culture of people of color into social and economic resources.

[view paper \(if available\)](#)

Women on Corporate Boards as Symbolic Management (WITHDRAWN)

Author: **Brian Main**; U. of Edinburgh

Author: **Ian Gregory-Smith**; U. of Sheffield

The paper tests for the presence of symbolic management in the appointment of female board directors. We focus on the length of board service of male versus female directors, and make use of the impact of the Davies Review (Davies, 2011) to facilitate identification. The data are based on FTSE All-Share companies between 1996 and 2017. Following the Davies Review in 2011, there is now sufficient data on male and female director boardroom careers from both the pre- and post-2011 period to conduct a 'difference-in-differences' causal analysis. While the Davies Review has triggered a rise in the number of female non-executive director appointments, these women continue to experience a disproportionate exit rate around nine-years of tenure. The results support a symbolic management interpretation of female non-executive director appointments. The study is limited by right censoring. There are directors appointed post-2011 who have yet to complete their careers or cross the nine-year threshold. Our econometric analysis adjusts for this, but it remains a limitation that must be borne in mind. The discretion afforded by existing corporate governance guidelines can have the unintended consequence of accommodating the continued unequal treatment of female directors in the boardroom. The study exposes gender-based biases that persist in a high profile area (the boardroom). The Davies Review has certainly increased female representation in the boardroom but more remains to be done in terms of securing equal treatment for female directors once in post. The evidence presented here supports the view that female director appointments continue to be made for symbolic rather than substantive motives.

[view paper \(if available\)](#)

The Virtuous Cycle of Diversity

Author: **Shaun Michael Pichler**; California State U., Fullerton

Author: **Chethan D. Srikant**; California State U., Fullerton

Multilevel Framework of Objective and Perceived Availability of Work- Family Policies (WITHDRAWN)

Author: Yin Lee; U. of Illinois at Urbana-Champaign

Author: Amit Kramer; U. of Illinois at Urbana-Champaign

We provide a multilevel framework of contextual factors that affect the individual-level availability of work-family policies (WFPs). We introduce two concepts to work-family literature, objective and perceived availability, which we define as employees' awareness of such policies and the knowledge of how to use them and as employee's perception that using WFPs, when needed, will not threaten their rewards and career at the organization and will be accepted socially both within and outside the organization. Then, we identify and theorize the effects of contextual factors at multiple levels – national, organizational, and group – on objective and perceived availability. We explore the implications for the multilevel models in work-family studies and suggest avenues for future research about the availability of WFPs.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

Author: Asad Shafiq; California State U., Fullerton

Based on propositions from resource dependency theory (RDT), we seek to understand how firms respond to social performance problems through diversity. We consider the impact of negative customer and employee incidents as social performance problems because these incidents represent two critical stakeholders, and because of the potential for such problems to cause a wider impact on the affected firms. Using firm-level longitudinal data across four time points and a cross-lagged panel model (CLPM) to test our hypotheses, we find that social performance problems lead to increases in board diversity. We also find that social performance problems act as a trigger for a virtuous cycle such that increases in board diversity are related to the subsequent adoption of diversity management practices, which are related to subsequently higher levels of board diversity. We contribute to theory on diversity management by demonstrating how firms seek diversity -- both board diversity and diversity management practices -- as a response to social performance problems. Further, we connect board diversity to the adoption of diversity management practices, which are often studied independently, and demonstrate the mutually positive influence they have on each other. We discuss implications for theory and diversity management.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

OB

MOC

How Biased Perceptions of Inequality Reproduce Class Differences in Organizations (session 757)

The Vicious Cycle of Social Status: Poverty, Motivation, and Redistribution Preference
Holly Engstrom; U. of British Columbia

GDO

Leadership and Gender in International Context (session 754)

Does the Glass Cliff Really Exist? Evidence from Experimental Research in India

Author: Priyanka Nema; JLU

Author: Vishal K. Gupta; U. of Alabama

Author: Alka Gupta; Bernard M. and Ruth R. Bass Center for Leadership Studies

Kristin Laurin; U. of British Columbia

Inequality Blindness: Motivated Perception of Inequality and Support for Policies in Organizations

Daniela Goya-Tocchetto; Fuqua School of Business, Duke U.

Keith Payne; U. of North Carolina, Chapel Hill

Benefitting from Blood-Lines: Perceptions of Inherited Privilege and its Transmission Over Time

Elinor Flynn; New York U.

L Taylor Phillips; NYU Stern

The Consequences of Revealing First-Generational Status

Peter Belmi; U. of Virginia

Kelly Raz; Technion - Israel Institute of Technology

Margaret A. Neale; Stanford U.

Melissa C. Thomas-Hunt; Vanderbilt U.

Adjusting Decisions about Low and High Performers Based on their (Dis)Advantages

David Mauricio Munguia Gomez; U. of Chicago Booth School of business

L Taylor Phillips; NYU Stern

Asynchronous

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

The topic of gender bias is one of the most thought-provoking and controversial issues of our times. Despite rising levels of education, legislative actions, and intense media spotlight, gender inequities persist in the workplace, so that women continue to be under-represented at the top of the organizational hierarchy. When women do attain leadership positions, it seems they are more likely than men to be appointed leader under adverse circumstances as compared to favorable circumstances, an insidious form of bias called the glass cliff. The present study investigates the validity of the glass cliff logic in a different contextual setting than has been the case in much of the prior literature. Based on two independent experimental studies conducted in India, we find that women, compared to men, were seen as having greater leadership ability and considered more suitable for C-level positions. Our results provide no support for the glass cliff logic that women are more likely than men to be appointed to leadership position in crisis situations. Implications and avenues for future research are discussed.

[view paper \(if available\)](#)

Succeeding Against the Odds: Successful Female Leaders in Kosovo, Where 8 out of 10 Women Stay Home

Designated as a "Best Paper" for GDO

Author: **Endri Shema**; Hult International Business School - London

Author: **Anthony Turner**; Hult International Business School

Causes, consequences, and potential solutions for the gender gap in leadership have received increased research attention in recent years, with much of the corresponding work occurring in contexts such as the USA and UK where social norms are relatively favorable toward workplace equality. Examining phenomena in so called 'extreme contexts' can broaden understanding with valuable insights otherwise obscured (Eisenhardt & Graebner, 2007; Weick, 1993, 2007), however, and with that in mind, we undertook the current study in Kosovo, where social norms and customs are such that over 80% of women forgo work outside the

home entirely (Mehmeti, Dobranja, & Hashani, 2017). This research is comprised of in-depth interviews with 12 notable Kosovar women leaders, including Kosovo's first (and thus far only) female president, senior business, media, and non-profit executives, multiple members of parliament, and an ambassador. Results include a categorization and rich characterizations of impediments these women reported facing in a strongly patriarchal culture, as well as critical resources and key tactics that they leveraged to succeed as leaders across diverse fields, despite those impediments. Some results are consistent with existent research, whereas others offer novel insights, the implications of which for research and practice are discussed.

view paper (if available)

Back to The Future: Saudi Women Negotiating Gender Inclusion

Author: **Maryam Aldossari**; U. of Edinburgh

Author: **Susan E. Murphy**; U. of Edinburgh

In this article, we develop an understanding of the practice of inclusion based on employees' perceptions of the interplay of institutional and organizational norms. Based on data from 56 in-depth interviews with Saudi Arabian working women, we elaborate on these notions of gender inclusion and identity dynamics in a non-Western setting, where women are part of a first generation to enter the workforce. Our core question is how women make their way in organizations with different levels of inclusion policies and practices. Findings show that women use various approaches to negotiate and navigate inclusion in relation to their employers and majority groups and practices, grounded in specific societal and cultural identities based on religion and tribe. Our study makes two main contributions. First, in applying existing frameworks of inclusion across different organization contexts, we provide additional insights into how policies and practices lead to different organizational inclusion orientations and their effect on women relatively new to a workforce. Second, we highlight that current theories of workplace inclusion need to move beyond organizational efforts and focus on ways in which individuals actively negotiate workplace inclusion in context. We

find that women's work identity works as a means by which women challenge or perpetuate exclusion in the face of societal, organizational, and managerial influences.

[view paper \(if available\)](#)

Is She Just an Object? Objectification and Commodification in the Brazilian University

Context

Author: **Aline Dos Santos Barbosa**; ESEG - Escola Superior de Engenharia e Gestão

Author: **Marcello Romani-Dias**; Positivo U./Escola Superior de Engenharia e Gestão(ESEG)

The Brazilian university context of parties and sport competitions, where alcoholic drinks are present, is an environment that contributes to the young women's being seen as objects. Starting out with the purpose of understand in what way violent situations against women in this context demonstrate the different facets of objectification and commodification, we undertook 20 in-depth interviews with Brazilian university students. The results emphasize the woman's ample objectification and commodification in the university context and their negative consequences, such as self-objectification in its personal and professional aspects demonstrated by reports of uncertainty regarding their bodies, in exercising the activities of leadership and their choice of profession. Additionally, we identified four ways that women may be commodified in the university context, by: (i) commodification of the body; (ii) commodification of sexuality; (iii) commodification of morality; and finally (iv) commodification of feelings. We contribute theoretically to the understanding of the relation between objectification and commodification. In empirical and managerial terms, we present insights for teaching institutions and other organizations which combat discriminatory and encourage their reflection on the humanization of women, thus also contributing to women's self-perception, and which should also be capable of perceiving abuses resulting from the objectification and commodification.

[view paper \(if available\)](#)

GDO

OB

Leadership Biases: Examining Race, Gender, and Intersectionality Theories (session 755)

Over the past couple of decades, organizational scholars have been particularly active in investigating biases and barriers that prevent women and minorities from entering and remaining in the upper echelons of organizations. Although extant research on leadership biases and barriers associated with gender, race, and intersectionality present group-specific explanations for underrepresentation, there are important commonalities across these streams of research. This symposium will aim to facilitate discussion and further our understanding of whether and when theories related to a particular social group of interest can be applied to other underrepresented social groups in the context of leadership.

Can Predecessors Activate Leadership Selection Biases? Successive Comparison Effects on the Evaluation of Leadership Candidates

McKenzie Preston; The Wharton School, U. of Pennsylvania

Racial Stereotypicality in Appearance and Leadership Attainment: Opposing Effects for White and Black Football Coaches

Melissa J. Williams; Emory U.

James Wade; George Washington U.

Tosen Nwadei; Emory U., Goizueta Business School

Anand Swaminathan; Emory U.

C. Keith Harrison; -

Scott Bukstein; U. of Central Florida

Race, Agency, and Leadership: Intersectional Stereotypes Shape Hiring Outcomes for Women Leaders

Rebecca Ponce de Leon; Fuqua School of Business, Duke U.

GDO

OB

HR

Thinking Beyond the Barriers: Disability at Work (session 756)

On average, well over half of the population of people with disabilities (PWD) is unemployed. This is unsustainable, particularly considering the increase in the average age of the global population as well as the rising prevalence of disabilities. This presenter symposium strives to identify variables at the individual-, group-, and organizational-levels that improve work-related outcomes for PWD in order to direct managers and organizations on improving these statistics. It showcases five papers with empirical data that investigate actual employment practices and their efficacy for PWD. The first two papers provide empirical evidence for variables that are influential at helping PWD attain (paper 1) and retain (paper 2) paid employment. The next two papers focus on organizational-level processes that influence the experience of PWD on-the-job, specifically a leader's experience with caregiving for a PWD (paper 3) and the influence of an inclusive organizational climate on disclosure behaviors (paper 4). The final paper focuses on the role of a federal policy acting as a potential social norm and its impact on perceptions about disability during selection (paper 5). Each paper in this symposium directs practical efforts to improve the experiences of PWD in the workplace.

Using Machine Learning to Determine the Variables that Lead to Better Employment Outcomes for People with Autism

Amy Hurley-Hanson; Chapman U.

Cristina Marie Giannantonio; Chapman U.

Amy Jane Griffiths; Chapman U.

Kayleigh Hyde; Chapman U.

Sneha Mathur; Chapman U.

Erik Linstead; Chapman U.

Accommodation, Interpersonal Justice, and the Turnover Intentions of Employees with Disabilities

Ashleigh Shelby Rosette; Duke U.

Collaborative Brokerage: Gender, Brokerage Behavior, and Performance in Professional Services

Raina A. Brands; London Business School

Herminia Ibarra; London Business School

Asynchronous

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

Daniel S. Samosh; U. of Toronto

Addison Maerz; Smith School of Business, Queen's U.

Matthias Spitzmuller; Queen's U.

Stephan Alexander Boehm; U. of St. Gallen

Investigating the Connection between Disability Association and Leadership

Terrance L. Boyd; Louisiana State U.

Michael Addison Johnson; Louisiana State U.

Andrew Laignon; Louisiana State U.

Antecedents and Outcomes of Disclosure among Employees with Chronic Health Conditions

Lindsay Dhanani; Ohio U.

Ryan C. Johnson; Ohio U.

Andrew Pueschel; Ohio U.

Reducing Disability Stigma in the Workforce

Christine Nittrouer; U. of Houston-Downtown

Roshni Janakiraman; Florida State U.

Michelle Hebl; Rice U.

Peter Rutigliano; Mercer-Sirota Consulting

Rachel Trump-Steele; Rice U.

Asynchronous

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

HR

HR and Creativity 1 (session 761)

I Create Because I Feel Safe: Understanding the Link between Participative Leadership and Creativity

Author: **Lu Chen**; U. of Electronic Science and Technology of China

Author: **Kwame Ansong Wadei**; School of Management and Economics, UESTC

Author: **Shuai Bai**; Chengdu U. of Technology

Author: **Jun Liu**; Renmin U. of China

The purpose of this paper is to draw upon the social information processing theory to examine the sequential mediating roles of psychological safety and creative process engagement between participative leadership on creativity. Using a time-lagged sample of 526 supervisor-subordinate dyads

HR

HR, Crisis, and Resilience (session 763)

In Times of an Economic Crisis: Citizenship Behavior and the Role of Team Information Sharing

Author: **Margarita Nyfoudi**; U. of Birmingham

Author: **Nicholas Theodorakopoulos**; Aston Business School

Author: **Alexandros Psychogios**; Birmingham City U. Business School

Author: **Anders Dysvik**; BI Norwegian Business School

Our study examines how to alleviate the potential backlash in the workplace in terms of OCB that is concomitant to economic turbulence. We draw on social exchange and hypothesize team information

from R&D teams of five enterprises located in the southwest part of China, we tested the theoretical model using structural equation modeling (SEM) as well as with the MPLUS 7.0 software. Results indicated that participative leadership is positively related to creative process engagement; psychological safety significantly mediates the relationship between participative leadership and creative process engagement; creative process engagement significantly mediates the relationship between psychological safety and creativity; psychological safety and creative process engagement sequentially mediates the relationship between participative leadership and creativity. Implications of these findings are also discussed.

view paper (if available)

Creativity and Cognitive Ability: Typology Contributions and a Meta-Analytic Review of Moderators

Author: **Andra Serban**; Virginia Commonwealth U.
Author: **Wenhao Wang**; Virginia Commonwealth U.
Author: **Robert Baldwin**; Johns Hopkins U.
Author: **Sven Kepes**; Virginia Commonwealth U.

In today's rapidly changing organizations, the importance of workplace creativity in contributing to organizational performance, growth and competitiveness is indisputable. There is little consensus however on how to define creativity and there are several typologies of it, each with its own limitations. Our meta-analytic review addresses these issues by identifying an appropriate definition, providing a comprehensive typology which builds on and integrates existing ones, and examining the relation between creativity and its oldest and potentially most controversial predictor: cognitive ability. We do so by examining how eight different cognitive ability dimensions from Carroll's (1993) Three-Stratum Theory of Cognitive Ability relate to creativity, as well as how different creativity dimensions relate to cognitive ability. Our meta-analytic sample was derived from 125 primary sources, which included 128 independent samples and 74,626 individual observations. Overall, the effect sizes range from essentially nil to considerable in magnitude. Examining several contextual and methodological moderators, we

sharing as a resource that moderates the negative relationship between adverse working conditions and OCBO. We test our hypotheses by employing a survey research design with 151 employees from 23 small and medium-size enterprises during an acute economic crisis in Cyprus. The findings demonstrate that the negative relationship between adverse working conditions and citizenship behavior is significant for low levels of team information sharing but insignificant for high levels of team information sharing. Our study contributes to the lacuna of research pertinent to employee-centric responses to crisis management.

view paper (if available)

Professional Ineptitude: The Strategic Role of Human Resource Management in Crisis Prevention

Author: **Elena P. Antonacopoulou**; GNOSIS INSTITUTE

Author: **Fotis Vouzas**; Prince Mohammad Bin Fahd U.

Author: **Marina Mavromati**; U. of Macedonia

Author: **Christina Nizamidou**; U. of Cyprus

This paper highlights the strategic role of the Human Resource Management function in crisis prevention, by drawing attention to a hitherto neglected impact of professional ineptitude. Ineptitude has been recognised as a condition where the knowledge necessary to address a given situation exists but it is not applied correctly. Failure to address professional ineptitude can result as the Germanwings Flight 9525 case aptly demonstrates, the loss of life. We argue that GW9525 could be classified as a loss of knowledge incident and not a loss of control often accounted as the single biggest cause of airline fatalities. We analyze events leading up to and after the crash to show that the HR function can play a strategic role in fostering knowledge integration thus, ensuring that existing knowledge is used instead of misused or not used at all as our analysis will demonstrate. Our analysis contributes to advancing the current debates on HR professionalism by showing the significance of practical judgments that HR professionals make when they have access to knowledge (including confidential information about staff wellbeing – in this case depression) that can be the source of crisis.

found that some had a noticeable influence on the strength of the observed effects. We discuss our contributions and implications for practice, and provide suggestions for future research in this area.

[view paper \(if available\)](#)

Promotive or Inhibitive? Examining the impact of Paternalistic Leadership on Creative Performance

Author: **Lu Chen**; U. of Electronic Science and Technology of China

Author: **William Ansah Appienti**; U. of Electronic Science and Technology of China (UESTC)

Drawing upon conservation of resource theory and leadership contingency model, this study investigated how and when the three paternalistic leadership dimensions of benevolence, morality, and authoritarianism relates to creativity. The sample included matched survey responses obtained from 82 leaders and 324 subordinates from manufacturing companies in Ghana. Results from structural equation modelling and regression analysis revealed a positive relationship between benevolent leadership and creativity, while authoritarian leadership impacted negatively on creativity. There was no significant relationship between moral leadership and creativity. Promotive voice significantly mediated the relationships between benevolent/authoritarian leadership and creativity, but the mediating role of prohibitive voice was not significant. Power distance orientation not only strengthens benevolent leadership's positive effects on promotive voice, but also strengthens authoritarian leadership's negative effects on both promotive and prohibitive voice. Theoretical and managerial implications are discussed.

[view paper \(if available\)](#)

Pay for Performance and Employee Creativity: How Does Collectivism Matter?

Author: **Yong Zhang**; Chongqing U.

Author: **Mingxuan Wang**; Chongqing U.

This study aims to shed lights on the reward-creativity link by exploring the moderating effect of

Our analysis problematizes the need for a strategic contribution by HR in integrating knowledge across levels within and outside the organisation.

[view paper \(if available\)](#)

Profiling Dark Princes? Validation of a New Measure of Trait Machiavellianism

Author: **Bastian Paul Kückelhaus**; U. of Bonn

Author: **Gerhard Blickle**; U. of Bonn

Author: **Iris Kranefeld**; U. of Bonn

Author: **Theresa Körnig**; U. of Bonn

Author: **Hanna Aileen Genau**; U. of Bonn

Numerous scholars have criticized the traditional assessment of Machiavellianism due to insufficient construct coverage, some going so far as to question its distinctness from measures of psychopathy. Tackling these measurement issues, Collison, Vize, Miller, and Lynam (2018) developed the Five Factor Machiavellianism Inventory (FFMI), comprised of antagonism, agency, and planfulness. We aimed to demonstrate the validity of the FFMI by replicating its relations with the NEO-PI-R found by Collinson et al., provide further evidence for the validity of the FFMI by assessings its relations with the HEXACO facets, and link the FFMI to a broad range of work-related criteria. We found a very high ($r_{ICCS} = .91$) absolute profile similarity between the FFMI's correlations with the NEO-PI-R in our sample ($N = 572$) and the correlation profile for the same variables reported by Collison et al. (2018). Both the NEO-PI-R and HEXACO-PI-R profiles for the FFMI found in the current study supported its distinctiveness from traditional measures of Machiavellianism, which converged greatly with the correlation profiles for the FFMI-antagonism dimension. In addition, the FFMI displayed positive relations with a broad range of criteria for vocational and work-related success and was clearly distinct from psychopathy. Implications and limitations are discussed.

[view paper \(if available\)](#)

Positive Change or Just "Bouncing Back"? Resilience & Posttraumatic Growth After Military

collectivism on the relationship between pay for performance (PFP) and employee creativity and the underlying mechanisms. Using sample that was composed of 319 supervisor-subordinate dyads from China, we found that the effect of pay for performance on creativity was differentially moderated by vertical collectivism and horizontal collectivism in such a way that PFP was more positively related to creativity for employees with high vertical collectivism than those with low vertical collectivism, whereas PFP was less positively related to creativity for employees with high horizontal collectivism than those with low horizontal collectivism. Furthermore, differential allocation preference, as fostered by vertical collectivism, mediated the moderating effect of vertical collectivism. In comparison, equalitarian allocation preference, as encouraged by horizontal collectivism, mediated the moderating effect of horizontal collectivism. Moreover, moderated path analysis revealed that self-determination mediated these moderated relationships among PFP, collectivism, allocation preferences, and creativity. The theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Adversity

Author: **Jenna Beltramo**; U. of Central Florida

Author: **Matthew McLarnon**; Mount Royal U.

Recovery in the face of adversity is a crucial process to understand in the context of high-stress occupations such as the military. While resilience has been a central topic of consideration across disciplines, comparatively less work has been done to examine opportunities for positive change after adversity such as posttraumatic growth (PTG). Moreover, the central mechanisms through which individuals can avoid negative outcomes, recover, and experience growth in the aftermath of adversity are important to understand if leaders and practitioners aim to promote the well-being of workers. In this work we draw from theories of resilience and PTG to work toward the development of an integrative model of recovery. We utilize a sample of military personnel who experienced a highly stressful or traumatic event during their time of service in order to examine recovery experiences in the context of military work-related exposures. The results ultimately highlight the direct importance of social support on the experience of PTG, as well as in strengthening the relation between personal characteristics and self-regulatory processes of resilience. Additionally, affective self-regulatory processes were uncovered as a link between personal characteristics of resilience and PTG. Implications for future research and practice are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

HR, Health, and Wellbeing (session 762)

The Influence of High-Commitment Work Systems on Work Well-Being

Author: **XiuFeng Li**; Shandong Normal U.

Author: **Congcong Lin**; School of Business, Renmin U. of China

Author: **Kui Yin**; U. of Science and Technology

HR

Pay Transparency (session 760)

Salary comparison: Internal and External (In)Congruence, Distributive Justice, and Employee Withdrawal

Author: **Xiaomin Xu**; U. of Edinburgh

Author: **Ishbel McWha-Hermann**; U. of Edinburgh

Relative salary compared with similar others (i.e.

Beijing

Drawing on the conservation of resources theory, we examine the relationship between a high-commitment work system (HCWS) and work well-being by exploring the mediating role of psychological empowerment and the moderating role of leader trust in this relationship. We test the theoretical model using data from 64 companies, involving 64 supervisors and 434 employees. Consistent with our predictions, the results indicate that HCWS is positively related to work well-being and that psychological empowerment partially mediates this relationship. A leader's trust in subordinates moderates the impact of HCWS on psychological empowerment and also the indirect effect of HCWS on work well-being through psychological empowerment. These findings contribute to scholars' understanding of how and when organizational management practices affect employee well-being.

[view paper \(if available\)](#)

High-Performance Work Systems' Dual Impact on Workplace Well-Being and its Boundary Condition

Author: **David Jinwoo Chung**; ILR at Cornell

For an extended period of time, high-performance work systems (HPWS) were debated by scholars whether they indeed enhance employees' workplace well-being at the individual level. While some scholars proposed that HPWS create a mutually reciprocal relationship between the employees and the firm and thereby enhance employee well-being, other scholars have countered the idea suggesting that HPWS intensify the work expectancy of the employees and, in turn, impair employee well-being. Underpinned by signaling theory, I reconcile the two contradicting perspectives toward HPWS and explore how two distinct organizational climates (i.e., climate of unity and performance) emerge from using HPWS and influence employee workplace well-being. Moreover, I also investigate how union density act as a boundary condition that strengthens the relationship between HPWS and climate of unity, while weakening the relationship between HPWS and climate of performance. Using a South Korean dataset comprised of 422 firms and 9,538

horizontally) has well-established implications for employee attitudes and behaviors at work. Yet, how employees process information on comparisons, such as when internal and external comparison information is incongruent, remains controversial. In this paper we integrate the model of dispositional attribution and equity theory to derive predictions on how congruence and incongruence of internal and external salary comparisons affect perceptions of distributive justice and subsequent employee withdrawal behavior. We hypothesize that the effect of salary comparisons on perceived distributive justice follows a hierarchically restrictive schema where lower salary in comparison is more impactful on justice perceptions than higher salary in comparison. And this effect would further affects employee withdrawal. Two studies were conducted to test our hypotheses: a quasi-experimental study (n = 127) and a time-lagged survey (n = 252). Consistent with our framework, we found that internal and external salary comparisons were positively related to perceived distributive justice, and that when comparison information was incongruent, disadvantaged information more strongly impacted perceived distributive justice than advantaged information. Moreover, this impact on distributive justice negatively related to employee withdrawal. Theoretical and practical implications of these findings are discussed.

[view paper \(if available\)](#)

Effects of Pay Transparency on Application Intentions through Justice Perceptions and Org Attraction

Author: **Phi Nguyen**; Seattle Pacific U.

Author: **Dana Lynn Kendall**; Seattle Pacific U.

Author: **Heather Maguire**; Seattle Pacific U.

Author: **Tony Mellek**; Seattle Pacific U.

In the current investigation, we test the proposition that applicants make inferences about how an organization treats its employees based on its pay transparency policy. Specifically, we tested a serial mediation model in which pay transparency positively influences applicants' intentions to apply to a job opening through increased fairness perceptions and organizational attractiveness. We randomly assigned participants to a condition in

employees, I found that HPWS elicit the two organizational climates. Further, I also found that climate of unity was more saliently derived from HPWS when union density was high. Overall, this study provides nuanced theoretical and empirical accounts that reconcile the conflicting theories of prior HPWS studies. This study also offers practical implications regarding what factors need to be considered to gain intended employee-level outcomes from HPWS.

[view paper \(if available\)](#)

Rethinking the Top-Down Approach to HRM Practices Implementation: The Case of Chronic Ill Employees

Author: **Silvia Profili**; European U. of Rome

Author: **Alessia Sammarra**; U. of L'Aquila

Author: **Laura Innocenti**; Luiss Guido Carli U.

Author: **Anna C. Bos-Nehles**; U. of Twente

Although the literature acknowledges the importance of exploring the dynamic and complex nature of HRM practices implementation, our understanding of this process is still limited. Further, research has mainly focused on the “what” of implementation, with a minimal focus on the “how”. Drawing from strategic management theory and focusing on work adjustment practices for chronically ill employees, we examine the implementation of HRM practices as a situated process, looking at the continuous interplay among elements of the context and actors in shaping this process. We use a qualitative case study and adopt multiple perspectives, looking at the perceptions of all the actors directly or indirectly involved in the implementation of HRM practices. The findings demonstrate that there is not a unique way of implementing a practice but a variety of situations which result in different experiences of the same practice. This variation in how HRM practices are implemented and experienced across the organization depends on a process of collective enactment that unfolds at the local level, where multiple stakeholders intentionally and unintentionally contribute to the emergence of a shared meaning of the practice. Additionally, our findings show that diversity prevails when it comes to exactly who is involved in HRM implementation

which they read the profile of a company that implements pay transparency versus a condition in which the company had a policy of pay secrecy. The participants were invited to imagine themselves on the job market and then indicate: (a) the extent to which they felt the company treats its employees fairly, (b) their attraction to the company, and (c) their intent to apply to a position in the company. Results were consistent with the proposed mediation, suggesting that an organization’s pay transparency policy may signal to applicants the extent to which the company values equity and justice. We conclude with some concrete strategies for attracting qualified applicants based on these findings and suggest avenues for future research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

and how the actors' involvement takes shape, suggesting the existence of different models of HRM practices implementation and the emergence of interactions that go beyond the dyadic level. Implications for research and practices are discussed.

[view paper \(if available\)](#)

Work–Nonwork Balance: Impact on Subjective Health and Life Satisfaction of People Across 47 Nations

Author: **Atul Mitra**; U. of Northern Iowa

Author: **Michael Harris Bond**; Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic

Author: **Qing Lu**; Hong Kong Polytechnic U.

Using theories of role-balance and conservation of resources (COR), we take a cross-cultural view of an employee's engagement in the work-nonwork domains of living. Employing the World Value Survey (WVS) with a sample of 21,270 married employees from 53 nations, we find cross-cultural variations in the relationship between employees' degree of work-nonwork domain engagement and their subjective health and life satisfaction. To explore the impact of the national focus on motivation for economic productivity and innovation, we used a country's global competitiveness index (GCI), predicting that a nation's GCI would moderate the relationship between the degree of work-nonwork domain engagement and both subjective health and life satisfaction. Overall, the results support our predictions that high work-nonwork domain engagement (or congruence between work and nonwork roles) would enhance individuals' subjective health and life satisfaction more strongly in high GCI nations than in low GCI nations. Theoretical and methodological contributions are discussed, along with implications for future research on national culture concerning work and its impact on employed persons.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Dealing with External Risk (session 764)

Terror Risk and Infrastructure Projects: The Moderating Role of Home Experience and Institutions

Author: **Alfredo Jimenez**; Kedge Business School
 Author: **Nathaniel Lupton**; Dhillon School of Business, U. of Lethbridge

This paper investigates the impact of terror risk on the performance of private participation infrastructure projects. Drawing on internalization theory, we hypothesize that terror risk has a negative relationship with infrastructure project success. Host state accountability, we argue, produces higher indirect costs of managing terror risk, which in turn reduces private participation infrastructure project investor confidence and, as a consequence, reinforces the negative relationship between terror risk and projects' success probability. Conversely, investor's experience with terror risk increases investor confidence and hence partially mitigates the negative consequences of terror risk which hamper projects' success. Hence, the impact of terrorism is weakened for projects led by firms from similarly high terror risk countries. We test our hypotheses using a sample of 5,083 projects in 132 countries from 2002 to 2017. Our study contributes to the growing evidence in the literature about the indirect and direct risks of major disasters on foreign business ventures, complements research on the transferability of country-specific managerial experience, and provides an interesting caveat to the generally accepted role of institutional quality for the performance of non-commercial business investments.

[view paper \(if available\)](#)

Who is to Blame? An Analysis of Variations in MNE Responses to Violent Conflicts

Author: **Hyoungjin Lee**; Korea U.
 Author: **Changwha Chung**; Korea U.

Douglas Nigh Award Finalist (session 768)

Should I Stay or Should I Go? Moderating Effects of Experience on Divestment and Re-Entry

Douglas Nigh Award Finalist
 Author: **Irina Minodora Surdu**; Warwick Business School
 Author: **Edith Ipsmiller**; WU Vienna

Going back into previously exited markets is a significant management risk. But, how are re-entry risks managed? Drawing on the risk management literature, our study examines re-entry after initial entry and divestment on a sample of 654 MNE re-entrants. We move away from narrow risk management lenses according to which risks happen in isolation and theorize that MNEs simultaneously manage international risk by exploiting the trade-offs among external and internal sources of risk associated with foreign direct investment choices. We suggest that, for re-entrants, exit may become the strategic reference point for evaluating future strategic choices. Our results suggest that re-entrants tend to manage re-entry risk by choosing partner-based modes that enable them to maintain strategic flexibility at re-entry. Surprisingly perhaps, market-specific experience acquired during the initial market foray does not provide strategic flexibility, in that highly experienced firms still experience trade-offs.

[view paper \(if available\)](#)

Bi-National Tandem Leadership in German-Chinese Joint Ventures - A Context-Embedded Analysis

Douglas Nigh Award Finalist
 Author: **Yuqi Liu**; U. of Passau

Leadership researchers suggest plural leadership as effective mechanism to cope with increasing complexity outside and inside of organizations. This paper examines a special form of plural leadership: tandem leadership (TL) which means two persons

This study investigates whether and how multinational enterprises (MNEs) respond to violent conflicts. We employ institutional theory to argue that the response of MNEs to violent conflicts is a function of the level of involvement of both formal (host country government) and informal institutions (e.g., armed groups) in violent conflicts as well as the magnitude of violent conflicts. The impact of violent conflicts magnitude and the associated actors on MNE responses are explored using 2,494 firms operating in 12 conflict-affected countries from 1991 to 2017. We find that conflict involvement of both formal and informal institutions encourages MNEs to broaden the operational scope to cover a broader range of value-chain activities that could otherwise potentially increase their exposure to threats. This effect, however, may be reversed depending on the magnitude of actual threats posed by the violent conflicts. To be specific, when facing a high level of incompatibility in institutional demands articulated in the form of severe violent conflicts, MNEs may narrow the operational scope of their foreign operations to reduce their chances of unintentional involvement or/and association with informal institutions engaged in conflicts.

[view paper \(if available\)](#)

How Terrorism Affects Firm R&D Investment: A Real Options View

Author: **Daitian Li**; U. of Electronic Science and Technology of China

Author: **Feida Zhang**; U. of Queensland

Author: **Yangao Xiao**; U. of Electronic Science and Technology of China

Although the number of countries threatened by terrorism has been increasing in the past decades, our understanding of the impact of terrorism is still limited. This study examines the relationship between terrorism and firm R&D investment, and how a country's institutional environments and a firm's resource endowments may shape this relationship. Drawing upon the real options theory, we argue that terrorism dampens firms' R&D investment because terrorism-induced uncertainty increases the value of the embedded deferral option while having little impact on the value of the growth option. However, good institutional environments

formally share the leading function of an organization or an organizational unit. In particular, I study role divisions between tandem partners in the under-researched context of international joint ventures (IJVs) and middle management and integrate context explicitly in the explanatory framework for TL. Based on a qualitative-interpretative multiple case study in three German-Chinese JVs, I found that German-Chinese tandem partners divide their roles in configurations of complementarity and dominance. I also found that national culture and institutional environment at the macro level as well as organizational culture and structure at the meso level serve as important contextual influencing factors on TL. This paper contributes to the understanding of leadership practices by demonstrating both complementary, cooperative and asymmetric, competing relationship dynamics between tandem partners in their negotiation of shared leadership role space. It also contributes to the understanding of contextualizing leadership theory by showing both isolated and interrelated effects of the national and the organizational context on TL. This paper also shows that tandems are not only influenced by the organizational context, but also have an impact on it.

[view paper \(if available\)](#)

Carriers of Competing Institutional Logics: The Effect of Returnees in Corporate Boards on M&A

Douglas Nigh Award Finalist

Author: **Shenyang Jiang**; School of management, Zhejiang U.

Author: **Zhi Cao**; U. of Nevada, Las Vegas

This study examines how overseas returnees from developed countries impacts the cross-border and domestic M&A of the firms in the emerging economies. While the existing literature on overseas returnees has treated the returnees only as the carriers of knowledge, we argue that the returnees could also be the carriers of competing institutional logics. The competing institutional logics makes the overseas returnees more likely to have conflicts with other employees who are regulated by local institutional logics. The conflicts will weaken or even reverse the benefits of the carried knowledge of the

(e.g., strong IPR protection, low public expropriation hazards) mitigate firms' disincentive to invest in R&D stemming from uncertainty. In addition, large and cash-rich firms are less sensitive to terrorism-induced uncertainty because they face higher organizational inertia and rely less on the external financial market.

[view paper \(if available\)](#)

Operational Flexibility or Portfolio Investment: Risk Management of US MNEs when Facing Risk of War

Author: **Yun Dong Yeo**; UT Dallas

This paper examines how the risk of war aroused by North Korea's threatening actions trigger strategic responses from U.S. multinational enterprises (MNEs) operating in South Korea. While the operational flexibility perspective predicts that MNEs choose to utilize their global subsidiary network by shifting operations among subsidiaries when facing risks, the portfolio investment literature suggests that MNEs diversify operations to minimize the impact of risk in their global operations. Empirical tests of the two competing perspectives reveal that U.S. MNEs adopt the portfolio investment strategy when threatened by the risk of war. However, as MNEs have larger global operations outside the host country that is at risk of war, MNEs tend to take an operational flexibility approach more seriously and shift their productions to the remaining global operations. The ownership structure of the subsidiary does not appear to have significant effect on U.S. MNEs' strategic risk management.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

overseas returnees. Using a panel data of public listed firms in China, we argue that the positive effect of overseas returnees in the corporate board on cross-border M&As is weaker when the firm is state-owned and/or the firm is located in a province that is less open. We find strong support for our argument.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

IM

Financial Considerations in International Management (session 765)

IM

Innovation and Emerging Markets (session 766)

Foreign Equity Valuations of EMFs: The Effects of Economic Distance and Information Spillovers

Author: **Anish Purkayastha**; U. of Sydney Business School

Author: **Igor Filatotchev**; King's College London

This paper investigates theoretical tension associated with investor valuations of firms from emerging markets that tap into global capital markets. One line of argument expands liability of foreignness perspective into capital market domain where a firm faces legitimacy and unfamiliarity issues while raising capital from foreign markets. In contrast, there is a recognition of the benefits to global investors of the distance between issuing firm's home location and host capital market location due to risk reduction through geographic portfolio diversification. We suggest an integrated theoretical perspective based on the notion of cost-benefit trade-offs associated with economic distance between the firm's home country and host capital market. Our theoretical arguments grounded within information asymmetry framework suggest that information spill-overs from the firm's capital and product markets may be important contingencies that moderate this base effect. Fixed effect panel regression analysis of a manually created panel dataset of 2,553 firm-years spanned over 17 years from 190 Indian firms listed in foreign equity markets supports our hypotheses.

[view paper \(if available\)](#)

Geopolitical Risk and the Cost of Capital

Author: **Richard Carney**; China Europe International Business School

Author: **Omrane Guedhami**; Darla Moore School of Business, U. of South Carolina

Author: **Sadok El Ghouli**; U. of Alberta

Author: **Helen Wang**; West Virginia U.

One of the most fundamental determinants of firm competitiveness is the cost of capital. Existing research has focused on firm- and country-level factors, but largely overlooked a highly salient systemic factor – geopolitical risk. We posit that geopolitical events that elevate investor risk will prompt equity investors to shift their capital away from emerging markets to safer mature markets,

International Expansion and Firm Innovation: Evidence from Emerging- Market Firms

Author: **Xuchang Chen**; Peking U.

Author: **Ting Xiao**; Peking U.

Author: **Jun Xia**; U. of Texas at Dallas

As latecomers, firms in emerging markets are lack of strategic asset and home country advantage to gain global competitiveness. In this paper, we argue that outward foreign direct investment (OFDI) is an effective way to acquire strategic asset. Specifically, we focus on the impact of strategic-asset-seeking (SAS) OFDI on firm innovation performance. Moreover, we explore the boundary conditions under which home country institutional factor (home-country intellectual property rights (IPR) protection) and host country institutional factor (host- country IPR protection) moderate this relation. Using a sample of Chinese listed firms' SAS OFDIs between 2013 and 2017, we find that SAS OFDI indeed enhances firm innovation performance. We further show that the moderating effects of IPR protection at different level can vary greatly. Home provincial IPR protection enhances the positive relationship between OFDI and innovation performance, whereas host- country IPR alleviates the relationship. This paper has important implications for emerging markets firms on how to use OFDI to catch up with global competitors.

[view paper \(if available\)](#)

Monetary Rewards and Innovation Outcome: Contingencies of Inventor's Characteristics

Author: **Wenlong He**; U. of International Business and Economics

Author: **Nianchen Han**; U. of Colorado, Boulder

This paper leverages the second amendment to China's Patent Law as a natural experiment setting, and investigates the effect of monetary rewards on employee inventor's innovation outcome, as well as the contingencies of inventor's individual characteristics. Based on the literature of motivating innovation and monetary incentives, we argue that monetary rewards motivate inventors to produce more patents; nevertheless, monetary rewards incur a decline in their patent quality. Inventor's tenure in the current company strengthens the negative effect

raising the cost of equity capital for firms located in emerging economies. Based on a sample of 10,916 observations spanning 18 countries from 1990 to 2015, we find that higher geopolitical risk increases the cost of equity capital, on average. These results are robust to alternative measures for the cost of equity, to a variety of robustness tests, and to the inclusion of an extended range of control variables. We also find that this relationship is moderated by constraints on executive power, the strength of legal and regulatory institutions, a common law legal tradition, and cross-listing in the United States.

[view paper \(if available\)](#)

VC in Emerging Markets: The Value of Patience

Author: **Shyamala Sethuram**; Rutgers Business School

Author: **Markus David Taussig**; Rutgers Business School

Author: **Ajai Singh Gaur**; Rutgers U.

Due to multiple agency relationships, venture capitalists (VCs) may rush to exit their investments in entrepreneurial firms and pass returns on to the limited partners (LPs) who supply their capital. In emerging markets characterized by institutional voids and delays, there is a tension between this tendency and local entrepreneurs' desire for more 'patient' (longer-term) capital. Premature exit can harm investee entrepreneurs, if it bluntly forces too great a focus on short term gains over long-term, sustainable performance. We investigate determinants of the VC investment holding period in 10 emerging economies using data from the Private Capital Research Institute (PCRI). We find that younger VCs, industry specialized VCs, and foreign VCs, particularly those investing in institutionally weaker host markets, exit deals faster. VCs in syndicated deals or with greater industry specialization also exit faster. Entrepreneurs, VCs, and LPs should all be aware of the potential downsides of these tendencies.

[view paper \(if available\)](#)

of monetary rewards on patent quality, while inventor's technology specialization attenuates such a negative effect. We establish a novel dataset by linking Chinese inventors to their patents in the State Intellectual Property Office, as well as to firm-level financial demographics. Our difference-in-differences research design delivers corroborating evidence to our predictions.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

International Venture Capital Attractiveness and Performance: A Neo-Configurational Perspective

Author: **Amir Pezeshkan**; U. of Baltimore

Author: **Adam Smith**; Middle Tennessee State U.

Author: **Stav Fainshmidt**; Florida International U.

Author: **Anil Nair**; Old Dominion U.

Prior research suggests that market-supporting institutions are critical to attracting international venture capital (IVC), yet venture capital firms have been increasingly investing in countries characterized by institutional weaknesses. Consequently, the role of national institutions in attracting IVC firms remains unclear. We employ a neo-configurational institutional perspective to explore the institutional contexts that make countries attractive to IVC investment and favorable to IVC performance, thus illuminating the implied risk-reward tradeoffs in IVC firm location choice and ability to navigate institutional weaknesses. Utilizing fuzzy-set Qualitative Comparative Analysis, we find that a robust political system, transparent product markets, and openness to competition are key drivers of IVC investment attractiveness, but each requires complementary labor or capital market institutions. In contrast, well-functioning institutions do not necessarily lead to higher performance by IVC firms, suggesting that IVC firms may especially contribute to the success of ventures in economies with institutional weaknesses. We discuss implications for theory on venture capital firm internationalization as well as policy implications particularly relevant to the Asia-Pacific region.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

IM

Institutions and International Management (session 767)

SME Internationalization in Emerging Markets: Formal Institutions and Foreign Market Entry Strategy

Author: **Michael A. Sartor**; Smith School of Business, Queen's U.

MED

ONE

SIM

Sustainability in Management Education: Where It Has Been, Is Now, and Is/Can Be Headed (session 770)

This 2020 Academy of Management Symposium (AoM) intends to build on our understanding of, and

Extant research pertaining to the relationship between formal institutions and the governance of equity-based subsidiary investments (wholly-owned subsidiary, or joint venture (JV) partnership) established by small-to-medium sized enterprises (SMEs) in foreign markets has generated equivocal results. To reconcile these disparate findings, we propose a more fine-grained conceptualization of the formal institutions construct. To do so, we employ an uncertainty-grounded lens to categorize formal institutions in terms of the distinct varieties of uncertainty (environmental versus behavioral) and transaction costs (information costs versus monitoring and enforcement costs) that they foster. More specifically, we theorize that formal institutions can be unbundled into environmentally-oriented formal institutions (EOFI) and behaviorally-oriented formal institutions (BOFI). We detail the distinct transaction cost-reduction mechanisms through which these two different types of formal institutions impact upon the equity-based governance choices of foreign-investing entrepreneurial firms in emerging markets. In brief, we propose that weaker BOFI foster both greater behavioral uncertainty and heightened monitoring and enforcement costs for these firms which will precipitate a preference for full ownership. Conversely, weaker EOFI induce greater environmental uncertainty and more pronounced information costs which will motivate these investors to engage in a JV with a local partner. The results of our tests of these hypotheses provide empirical support for the main effects of EOFI and BOFI, but only partial support for our hypothesis pertaining to the interaction effect between these two categories of formal institutions.

view paper (if available)

What Motivates Participation in Corruption and How Does Such Participation Affect Firm Performance?

Author: Carl Greppin; Case Western Reserve U.
Author: Kalle Lyytinen; Case Western Reserve U.
Author: NNaoke Ufere; Case Western Reserve U.
Author: Yunmei Wang; Case Western Reserve U.

What motivates local executives to participate in

advance the progress that has been made in, incorporating Sustainability in Management Education (SiME), over the past three decades. To accomplish this, we have assembled a dynamic team of multidisciplinary academics, scholars and leaders who are shaping a story of sustainability within their institutions, classrooms, and communities. These academics have been invited to present on their current research as their work extends a variety of stakeholders' perceptions examining the topic of SiME metrics and assessment. They represent different demographics, a variety of collaborative research efforts, and membership to different AOM divisions. Together, these presentations will make an attempt to: a) advance a greater understanding of the range and extent of SiME teaching practices, including evidence of effective methods and techniques, b) provide a discussion on reported challenges in course and program design and integration, and c) share research on business students experience with SiME and the professionalization of the field and its reported impacts. We aim to facilitate an invigorating and interactive learning experience and exchange for those interested in SiME integration at multiple interfaces.

Civic Responsibility in Higher Education – Are Socially-Engaged Students Any Different from Others?

Michael Wihlenda; Global Ethic Institute
Taiga Brahm; U. of Tuebingen

Teaching Strong Sustainability: An Experiential Course on Leadership in the Anthropocene

Rae Andre; Northeastern U.

Designing Effective Sustainability Assignments: How and Why Definitions of Sustainability Impact

Matthew Urdan; PhD Student
Patrice Luoma; Quinnipiac U.

Sustainability in Management Education: Theoretical Lenses and Research Discourses

Shelley F. Mitchell; Hult International Business School
Jorge Alexis Arevalo; William Paterson U.

corruption, to what extent do external factors such as bureaucratic and economic constraints affect bribing activity, and how does bribing activity affect firm performance? To answer this question, I utilized embedded mixed methods. I interviewed local executives in Kyrgyzstan and Georgia and used the findings to provide interpretive validity and reliability to quantitative findings derived from World Bank Enterprise Survey data. Interestingly, many findings from the qualitative interviews were different from quantitative findings. Interviews indicated that informal competition had no effect on bribing activity or firm performance, whereas quantitative analysis indicated that informal competition did have a small but statistically meaningful effect. Findings from the interviews also complemented findings from the past literature. In particular, my interviews indicated that bribing helps firm performance. This supports a “grease the wheels” theory and runs counter to a “sand in the wheels” theory. The findings help us understand what motivates local executives in corrupt settings to make decisions about participating in corruption. The study also provides insights into nascent literature on corruption and into policy makers and practitioners on methods for reducing corruption.

[view paper \(if available\)](#)

Institutionally Derived Strategic Influence of MNE Subsidiaries

Author: **Ivar Padrón-Hernández**; Hitotsubashi U.

What role do host country institutions play for the strategic influence of subsidiaries in multinational enterprises (MNEs)? Through an inductive study of ten headquarters-subsidiary dyads across three MNEs, this paper identifies enablers of subsidiary influence in proposed strategies from headquarters, i.e., headquarter strategic initiatives. These enablers reside either in institutions themselves or in interfaces with the MNE. Furthermore, I show how these enablers may be leveraged by subsidiaries to either avoid or become involved in headquarter strategic initiatives. This is done through distinct tactics that target different organizational rationales related to the complex relationship between MNEs, subsidiaries and local institutions. The study contributes to the literature on global strategy and

We Academics Should Walk Our Sustainability Talk

Patricia Kanashiro; Loyola U. Maryland

Gordon P. Rands; Western Illinois U.

Mark Starik; Walden U.

Asynchronous

TEACHING

SYMPOSIUM

ASYNCHRONOUS

headquarters-subsidary relationships by delineating the role of local institutions, as filtered through subsidiaries, in global strategy.

[view paper \(if available\)](#)

A Home Country Institutional Perspective Towards the Internationalization-Performance Relationship

Author: **Sihong Wu**; U. of Western Australia

Author: **Di Fan**; Swinburne Business School, Swinburne U. of Technology

Author: **Liang Chen**; U. of Melbourne

Despite the widespread attention on the rise of emerging market multinational enterprises (EMNEs) in recent decades, the relationship between internationalization and performance for EMNEs remains an under-addressed issue in International Business (IB) research field. Drawing from an institution-based view, we suggest that the international strategic decisions of EMNEs can be regarded as the outcomes of their interactions with home country institutional parameters, including home government characteristics (formal institution), and social norms and ideologies (informal institutions). We utilizes a two-decade Meta-analysis and constructs a three-level (firm-, study-, and country-level) hierarchical linear model to identify the internationalization-performance relationship for EMNEs. Our findings confirm the existence of an overall positive relationship, and indicate that the relationship is affected by the home country government characteristics. We also find that these firm-government interactions are moderated by the ideology-induced informal institutions. To sum, our findings help elucidate the puzzle concerning the internationalization-performance relationship of EMNEs, provides additional value for institution-based view in IB area, and opens several avenues for future research.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MH

MSR

History, Sustainability, and Community (session 771)

This session analyzes the various ways in which history and historical consciousness can inform and strengthen commitments to corporate social responsibility, community values, sustainability, and the moral or social economy.

Corporate Social Responsibility and Impression Management: ARAMCO, 1932-74

Author: **Wedian Albalwi**; Newcastle U. Business School

Author: **Tom McGovern**; Newcastle U.

Author: **Aly Salama**; Newcastle U. Business School

In emerging economies, economic development and corporate social responsibility (CSR) are closely entwined. Multinational corporations have presented a positive image of their economic and social activities to investors and society in general as part of their justification for exploiting the natural resources of these countries. This study examines the Arabian American Oil Company's (Aramco) CSR programs in employment, housing and healthcare during the period 1932 to 1974. These programs contributed to economic and social development but were also a mechanism used by the Company to maintain control of the Saudi oil assets. This research uses a computer-aided content analysis program, DICTION 7.0 to analyse the text in Aramco's published annual reports during this period. The narrative in the reports was further analysed to assess the application of impression management techniques in the presentation of content.

[view paper \(if available\)](#)

How the Potential History a Community Believes in Can Create Opportunities for Strategic Agency

Author: **Rohny G. Saylor**; Washington State U.

Author: **Gregory Rose**; Washington State U. Vancouver

Author: **Florian J. Zach**; Virginia Tech

Traumatic shock has a lasting impact on a community, an impact felt by community firms across generations. Existing research argues that

Empirical Investigations on the Role of Faith at Work (session 775)

A collection of studies on the role of faith at work.

A Phenomenological Study on Spiritual Quotient and Holistic Human Resource Development Model

Author: **Adeel Ahmed**; Department of Management Sciences U. of Turbat, Pakistan

Author: **Arshad Mahmood**; U. Sains Malaysia

This study proposed the inclusion of spiritual quotient (SQ) in the holistic human resource development (HRD) model. This paper presents the findings of the three research objectives. The first research objective explores the development and implementation process of HRD model in organisations. Secondly, it determines the intelligence quotient (IQ) and emotional quotient (EQ) programmes within the current HRD models of organisations. Thirdly, this research examines the organisations' understanding of SQ and assesses its awareness about the importance of SQ in the HRD model development. By applying a qualitative methodology, the researchers directed all efforts to the selected phenomenology method. In this study, the primary data collection was conducted through face-to-face interviews with human resources managers and top management of three organisations of education sectors in Pakistan. Findings suggest that SQ is an important component for organisational development. Thus, future recommendations for such interventions are proposed for policy makers.

[view paper \(if available\)](#)

The Impact of Employees' Religious Beliefs on the Relative Importance of Efficacies on Performance

Author: **Erez Yaakobi**; Ono Academic College

Author: **Jacob Weisberg**; Bar Ilan U.

A structured framework is presented to account for the moderating role of religious beliefs on the relative importance ascribed to self and collective efficacies in predicting three core facets of performance. Two hundred and twenty Ultra-Orthodox and secular employees' quality, innovation and efficiency performance were evaluated, as well

past trauma harms a community's ability to prepare for the future, a preparation we call strategic agency. Thus far, however, scholars have overlooked how considering potential histories can change how the past is experienced. Here we describe how changing history can prepare a community for the future. To enable our description of this process, we dive into news from, and serendipitous interviews in, the US community hit hardest by the 2009 economic downturn. We emerge with the finding that by telling a new history, people of the community attached to a new conversational field, changed how they built the way they saw the world, and thereby created opportunities for strategic agency. Our findings contribute to the study of the rhetorical use of history by showing how future imperfect histories, which are many partial bets on potentially socially valid and personally appropriate histories, can be part of how the telling of history can change. Specifically, future imperfect history can help explain the processes whereby community members come to discard their tethering to a previously dominant field and tether to a new field. Further, we contribute to the literature on community history by describing how a new history can motivate a community to prepare for the future. Ultimately, we describe a community which, despite a history of traumatic shock, was able to create opportunities for strategic agency.

[view paper \(if available\)](#)

Moral Economy in Management History: Values and Valuation in the Organization of Firms and Markets

Author: **Daniel Wadhvani**; U. of Southern California
Author: **Eugene Choi**; Management History

This paper introduces a conceptual framework for the analytical integration of moral values and evaluation as an endogenous driver in the historical organization of firms and the dynamics of markets. In contrast to the stances that morality is either not an integral part of the analysis of organizations and the position that morality likes in the "norms" of an institutional environment, this paper conceptualizes values as integral the processes of value creation and valuation that are inherent to markets. We show the applicability of the framework to research

as their self and collective efficacies. The findings revealed that whereas among secular employees, self-efficacy was the best predictor of their performance, among the UO employees, collective efficacy had the greatest weight. In addition, these findings appeared to be dependent on the performance facet measured and appeared mainly for the efficiency performance facet but to a lesser extent for the innovative performance facet. These findings may help promote a much more comprehensive understanding of organizational behavior, given the growing diversity of employees entering the labor market worldwide. The discussion focuses on theoretical and practical contributions and applications such as providing more efficient managerial interventions and better tailored guidance to different employees to improve their performance.

[view paper \(if available\)](#)

A Distinct Dimension of Diversity? A Qualitative Study of Religious Identity in the Workplace

Author: **YingFei Héliot**; U. of Surrey
Author: **Ilka Gleibs**; London School of Economics and Political Science

Religious identity is recognised as a neglected facet of diversity with important connections to work behaviour and other outcomes. We conduct a qualitative study interviewing 51 religiously identified participants from four occupational groups: Christian healthcare workers, Christian teachers, Jewish teachers, Christian lawyers and Christian bankers. Following thematic analysis of their experiences, we develop five themes characterizing dynamics of religious identity in the workplace. Findings shed new light on how employees negotiate their religious identity in the workplace including experiences related to "disclosing and discussing religious identity in the workplace"; "tactics in managing conflicting identities"; "relationships between self and others"; "influence of religious values on professional conduct"; and the "salience of religious identity". The study makes two contributions to research on diversity and inclusion in the workplace. First, we find specific challenges that employees face when negotiating their own (or others) religious identity in

in entrepreneurship, organizational form, industry evolution, and international business.

[view paper \(if available\)](#)

Social Economy Evolution: From Voluntary to Secure Organizational Commitments to Social Mission

Author: **Helen Haugh**; U. of Cambridge

The historical depictions of how economies evolve are dominated by narratives of organizations that have persistently failed to adequately address global problems of poverty, inequality and environmental pollution. While the increase in the number of social enterprises in the 20th century diversified the organizational landscape, their commitments to social and environmental missions remained voluntary. Legislation in 2005 however, introduced a new organizational form that secured commitments to economic, social and environmental mission. This paper presents an historical account of the establishment of the Community Interest Company, an organizational form designed to ensure that organizational assets are committed to benefiting communities in perpetuity. The historical analysis of institutional evolution explains how the creation of the Community Interest Company employed the efforts of practitioners, civil servants and politicians and relied on actor legitimacy and solution selling between actor groups. The Community Interest Company organizational form ensures that company assets are locked in perpetuity to the social economy while leaving ambiguous the definitions of community, assets and community interests.

[view paper \(if available\)](#)

Asynchronous

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

the work place. Second, we identify how diversity within a person (intraindividual identity dynamics), between people (interpersonal relations) and in a group (group dynamics) contribute to the functioning of religious identity in the workplace.

[view paper \(if available\)](#)

Religiosity and Layoffs: Constraint or Resource?

Author: **Pauline De Becdelieuvre**; ENS

Author: **François Grima**; UPEC

Author: **Lionel PRUDHOMME**; IGS

The research community has neglected both the role of layoff agents and the impact of religiosity on stress at work. This study aims to fill these gaps by examining how Catholic managers cope with laying off workers as their companies downsize. We drew on the theoretical framework of necessary evils and interviewed 32 Catholic layoff agents. Our findings reveal that religiosity has a complex effect on the stress involved in laying workers off. It serves as a resource for Catholic layoff agents—for instance, by offering frameworks enabling them to make sense of it, such as social support or helpful practices. However, we venture beyond a one-dimensional analysis to reveal that psychological engagement can also lead them to act against the interests of the downsizing company and the laid-off workers' future employers.

[view paper \(if available\)](#)

A Meta-Analytic Study of Religiosity on Job Performance and Organizational Citizenship Behaviors

Author: **Juan Balcazar**; St. Mary's U. (San Antonio)

Author: **Cody Brent Cox**; St. Mary's U.

Author: **Greg Pool**; St. Mary's U.

The present study conducted a meta-analysis of measures of religiosity on outcomes of job performance and outcomes of organizational citizenship behaviors (OCBs). The results show that measures of religiosity (both religion-specific and general spirituality) on outcomes of job performance are positively correlated. Using a fixed

MSR

Leadership in MSR Research (session 774)

A collection of MSR related papers focusing on leadership and leadership development.

Ethical Leadership Development: Effects of Spiritual Practices and Intercultural Sensitivity

Author: Sang-won Byun; U. of Minnesota

Although ethical leadership has been recognized as a critical factor in the long-term success of organizations, extant literature provides limited insight into how ethical leadership is developed. To advance the understanding of ethical leadership development, I investigated the effects of spiritual practices on ethical leadership and the moderating effects of intercultural sensitivity on the relationship between spiritual practices and ethical leadership. Through a survey-based study of 103 leader-peer/follower dyads, I found that there were significant effects of gratitude practice, a sub-type of spiritual practices, on two sub-factors of ethical leadership: people orientation and fairness. In addition, I found that there were four significant quadratic relationships between spiritual practices and some of the sub-factors of ethical leadership. Also, intercultural sensitivity moderated a quadratic

effects model, the effect size was positive and moderate, $r = .40$, 95% CI [.37-.44]. On outcomes of OCBs, the results show that measures of religiosity (both religion-specific and spiritual) are positively correlated. Using a fixed effects model, the effect size was positive and small to moderate, $r = .30$, 95% CI [.27-.32]. Additionally, the present study offers a comparison analysis of effect size. The results show religion-specific studies were more predictive of job performance, whereas spirituality studies were more predictive of organizational citizenship behavior outcomes.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

ODC

Advancing the Relational View of Followership: Behaviors and Experiences of Followers and Leaders (session 790)

As the world becomes increasingly dynamic and complex, challenges are being placed on leaders and followers to work together in different ways to get things done. Much of this calls for broader views of leadership that are distributed, collective and relational. These views have given rise to a new perspective in leadership research, the study of followership. Followership can be described as the role of individuals acting in relation to a leader, yet we know little about what these followership behaviors are or how individuals engage in them to effectively contribute to leadership outcomes. This symposium will share recent findings revealing what followership behaviors are and how individuals engage in them relative to leadership roles. The discussion will have critically important implications for organizational development and human resource management practice, as followership sheds light on necessary workplace skills that have been largely overlooked in traditional leader-centric views of leadership development.

relationship. I discuss a plausible explanation for the quadratic relationships based on the concept of a workplace spirituality continuum. I also offer implications for future research and practice.

[view paper \(if available\)](#)

Leading Without a Self: Implications for Spiritual Leadership Development

Author: **Mai Chi Vu**; Newcastle Business School, Northumbria U.

Author: **Louis W. Fry**; Texas A&M U. Central Texas

To date, Spiritual Leadership theory (SLT) has received widespread acceptance and considerable empirical support. One of the fundamental propositions of SLT is that it is couched at the level of spirituality that underlies the world's major religious tradition. While recent work has supported this for Islam, more work is needed to explore this proposition, especially as it relates to the contribution religious practices can inform approaches to inner life, which is seen as the source of spiritual leadership. The purpose of this paper is to explore how non-self from the Buddhist emptiness theory as viewed through the lens of the levels of Being in Being-centered leadership, contributes to our understanding of the inner life component of spiritual leadership. We extend Fry's and Kriger's (2009) work on Being-centered leadership using the notion of non-self from the Buddhist wisdom tradition to further explore and develop spiritual leadership towards nondual states of being. Finally, we discuss the implication for future theory, research, and practice.

[view paper \(if available\)](#)

A Qualitative Examination of the Leadership Traits of Ram from Srimad Valmiki Ramaya

Author: **Ravi Subramaniam**; Centennial College

Author: **Dennis P. Heaton**; Maharishi International U.

Leadership research beginning in the early 1900s investigated personality traits and their influences. I studied the leadership traits of Ram, the king of the

Beyond Following: Review and Future Directions of Followership as a Relational Process

Anna Topakas; U. of Sheffield

Queyu Ren; U. of Sheffield

Robin Martin; U. of Manchester

Thomas Sy; U. of California, Riverside

How Do Leaders Respond to Proactive Followership? Psychological Reactions and Behavioral Outcomes

Jomel Wei Xuan Ng; National U. of Singapore

Step Up and Step Back: A Qualitative Study of Followership Work Behaviors

Ruth Sims; U. of South Australia

Middle Managers Transitioning Between Leader and Follower Roles

Anthony Falls; U. of La Verne

Stuart A. Allen; Robert Morris U.

Asynchronous

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

ideal civilization of ancient Ayodhya, whose story is told in the Srimad Valmiki Ramaya?. While the Ramaya? has been the subject of prior research in the field of leadership, as yet no studies have aimed to research Ramaya? from the perspective of leadership traits. Applying the constant comparison method of the grounded theory approach, I codified and categorized the leadership traits found from reading all chapters of the original Sanskrit text of the Srimad Valmiki Ramaya?. Findings, substantiated by passages from the Ramaya?, are presented regarding the following leadership traits of Ram: Self-realized, Ethical (Dharma), Trustworthy, Developmental, Knowledgeable, Foresighted, and Eloquent. Through the selective coding process of ground theory analysis, Self-realized emerged as the core category that accounts for the other traits. The findings are considered in relation to extant theoretical perspectives in Vedic studies and modern management.

[view paper \(if available\)](#)

Motivating Employee Innovative Behavior through Servant Leadership: An Empirical Investigation

Author: **Mavis Agyemang Opoku**; Gachon U.

Author: **Seung-Wan Kang**; Gachon U.

The study of follower-centered leadership has emerged as an important leadership style with benefits for individual and team performance indicators. Using the social identity theory, the current study focuses on how and when servant leaders facilitate employees' innovative behavior. A moderated mediation framework is employed to propose perceived insider status as the psychological mediating mechanism in the relationship between servant leadership and innovative behavior, and team-member exchange as an attenuating moderator on the indirect effect of servant leadership on employee innovative behavior. The results of this study based on a sample of 213 dyads comprising manufacturing workers and their immediate supervisors, support all of the study hypotheses. The theoretical contributions and implications, as well as the limitations and future research, are discussed.

[view paper \(if available\)](#)

Towards Developing Spiritual Higher Education Institutions: A Multiple Mediation Analysis

Author: **Mohammed Aboramadan**; U. of Milano-Bicocca

Author: **Khalid Dahleez**; Assistant Professor in Management, A'Sharqiyah U. - Oman

Author: **Anjali Bansal**; MICA, Ahmedabad

One of the approaches that can positively contribute to employees' wellbeing, effectiveness, productivity, and job performance is workplace spirituality. To this end, with the help of social exchange theory, we examine the impact of workplace spirituality on academics' job performance through the mediation by work engagement, affective commitment, and organizational trust. This research uses a quantitative research design and employs structural equation modelling to analyse the data collected from 207 faculty members representing Palestinian higher education sector. The results supported the indirect relationship between workplace spirituality and job performance through multiple mediation exhibiting the importance of client-orientation in the higher education institutions. This paper provides insights to university managers in creating spiritual workplaces followed by positive employee outcome in terms of engagement, commitment and trust on their organizations. This study advances the literature on workplace spirituality through studying it in a non-western setting.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Affect in Teams (session 782)

The Effects of Sacrifice Motivation on Stress and Team Affect

Author: **Raquel Asencio**; Purdue U., West Lafayette

Author: **Kinshuk Sharma**; Purdue U.

OB

Benefits of Empowering and Servant Leadership (session 779)

Molding the Heart of a Servant: How Servant Leadership Enhances Followers' Other-Oriented Values

Author: **Chad Hartnell**; Georgia State U.

Research on sacrifice in the context of teamwork has been limited, and what does exist suggests that sacrifice is beneficial for team functioning. However, not all sacrifice is created equal. This behavior may be motivated by its intrinsic value to the actor, but may also at times be externally motivated, making the actor feel as though they have to or ought to sacrifice for the team. The current study draws from Self-Determination Theory to suggest that the motives for sacrifice (one's own or one's teammates) may have different effects on an person's daily stress and team affect. We conducted an experience sampling study with 250 participants over 14 days. Contrary to the notion that making sacrifices for the team is unilaterally good, this research shows that motives for sacrifice matter to the individual. Findings indicate that autonomous motivation for sacrifice reduces daily stress, whereas controlled motivation increases daily stress. Autonomous motivation for sacrifice was also positively related to team affect, whereas the effects of controlled motivation varied. This study contributes to the literature on teams as well as Self-Determination Theory, and advances practical insights into individual well-being and attitudes in the context of teamwork.

[view paper \(if available\)](#)

A Multilevel Study of Group Affective Tone and Team Innovation: A Moderated Mediation Model

Author: **Yujing Liu**; Institute of Human Resource Management, National Sun Yat-sen U.

Author: **Liang-Chih Huang**; National Chung Cheng U.

Author: **Gordon W. Cheung**; U. of Auckland

Drawing on broaden-and-build theory and threat-rigidity hypothesis by Rhee (2007), we theorized and tested a multilevel model that examined the moderating effects of transformational leadership (TFL) on the team-level process linking group positive/negative affective tone (PGAT/NGAT) to team innovation via information elaboration. Data were collected from 299 team members and 65 leaders in Taiwan companies at two time points. The multilevel path analysis demonstrated support for a positive indirect effect from PGAT to team innovation via information elaboration and a negative indirect effect from NGAT to team

Author: **Angelo J. Kinicki**; Arizona State U.

Author: **Ryan M. Vogel**; Fox School of Business, Temple U.

Author: **Derek Jonathon Stotler**; Georgia State U.

A core supposition in servant leadership theory is that an individual is a servant first before they aspire to lead. Hence, according to servant leadership theory, servant leaders' primary mode of influence is through affecting followers' others-focused values. We apply the values activation perspective (Schwartz, 1977) to examine the process through which servant leaders influence followers' others-focused values. Data derived from a sample of 325 employees who reported to 134 different leaders in a large organization located in the Midwestern United States over three waves spanning 16 months supported our hypothesized predictions. Servant leadership indirectly influenced a change in followers' others-focused values through perceptions of leader benevolence and followers' prosocial motivation. We discuss the study's implications for theory and practice and identify avenues for future research.

[view paper \(if available\)](#)

Benefits of Empowering Leadership Behaviors for Actors

Author: **Ho Kwong Kwan**; China Europe International Business School (CEIBS)

Author: **Yang Chen**; Southwestern U. of Finance and Economics

Author: **Guiyao Tang**; Shandong U.

Author: **Xiaomeng Zhang**; Cheung Kong Graduate School of Business

Author: **Randy Ki-Kwan Chiu**; Hong Kong Baptist U.

Author: **Hong Kit Yim**; Hong Kong Baptist U.

Author: **Xiangfan Wu**; Xinjiang U. of Finance and Economics

Leaders are under high stress to carry the full burden of responsibilities and establish and maintain quality relationships with followers. How to direct leaders to cope with these needs, sleep well, and engage in work is a key issue. Although many studies have explored the benefits of empowering leadership for followers, how such behavior benefits actors who demonstrate it was overlooked. Drawing

innovation via information elaboration. In addition, the positive relationship between PGAT and information elaboration, and the indirect effect of PGAT on team innovation via information elaboration were stronger when TFL was high rather than low. However, TFL unexpectedly did not attenuate the negative effects of NGAT. NGAT was negatively related to information elaboration when TFL was high, whereas NGAT had no relationship with information elaboration when TFL was low. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

The Firm that Would Not Die: Alumni Events, Sociability and the Residual Organization

Designated as a "Best Paper" for OB

Author: **Michael Kevin Power**; London School of Economics and Political Science

Author: **Penelope Tuck**; U. of Birmingham

This paper argues that alumni events are not only settings where professional identities are renewed in social gatherings, or simply instruments to build and sustain commercially valuable networks. They can also be continuous with the organizations they celebrate by reproducing latent structural features of these organizations long after they cease to exist. Based primarily on participant observation of three annual lunches for alumni of the former accountancy firm Deloitte Haskins & Sells, and interviews with participants, organizers and non-participants, the paper makes two inter-related contributions to the study of professional service firms and to organization theory. First, it argues that alumni events reveal the variable durability and re-enactment of hybrid professional-social relations - what we call "sufficient sociability" - which were formed during intense working in small groups. Second, we show that these social relations, via table seating choices at an alumni event, produce what we call the "residual organization". In this way, a modest alumni lunch in a central London hotel is transformed from an event of marginal interest, into a "site" where core issues of organization theory are at stake.

[view paper \(if available\)](#)

on the conservation of resources theory, we propose and test a model that accounts for why and when exhibiting empowering leadership provides actors benefits. Via experience-sampling survey research, we examine the impact of empowering leadership on actors' daily work engagement by focusing on the moderating role of power distance, and the mediating roles of negative affect and sleep quality, which operate in tandem. Results from 160 supervisors in two Chinese organizations indicated that exhibition of empowering leadership negatively relates to negative affect and positively related to consequent sleep quality and next day work engagement. The strength of this beneficial impact is bounded by power distance, such that supervisors with high power distance acquire fewer benefits after exhibiting empowering leadership. The theoretical and practical implications of these findings are discussed.

[view paper \(if available\)](#)

To Empower or Not? How Empowering Leadership Induces the Resource-Gain and Resource-Loss Pathways

Author: **Shuting Xiang**; Southwestern U. of Finance and Economics

Author: **Nan Ning**; Southwestern U. of Finance and Economics

Author: **Qiwei Zhou**; Beijing U. of Chemical Technology

Author: **Joe Wang**; Southwestern U. of Finance and Economics

While prior research has commonly emphasized the positive effects of empowering leadership, an increasing number of studies have called for attention to its "dark side". The mixed findings reveal that empowering leadership may cause "double-edged sword" effects. However, little is known about how and when empowering leadership may have these effects. Drawing on conservation of resource theory (COR), we investigate the internal mechanisms and boundary conditions of the "double-edged sword" effects of empowering leadership. Based on data collected from 170 Chinese employees across a 3-wave study, we test our hypotheses and demonstrate two divergent pathways of empowering leadership. For the

What Can the Body Tell You About Affect in Team Conflict? Using Biometric Data to Study Conflict

Author: Nicola Anne Thomas; Technical U. of Denmark

Author: Carina Lomborg; Technical U. of Denmark

Author: Philip Cash; Technical U. of Denmark

We introduce a new way of understanding the emotions in organizational conflict, showing that all types of conflict elicit much more emotion than previously thought. Building upon knowledge from psychology research—specifically, relationship psychology—we theorize all conflict as affective, dynamic and constantly changing. We suggest a framework for examining dynamic changes in affect during conflict. We empirically test this framework by capturing fluctuation of affective states through the measurement of facial expressions, biometric responses and self-reported affect during the entire conflict situation from 18 teams including all team members. Our findings reveal that regardless of the type of conflict, i.e. relationship or task, all conflict elicited negative affect disproportionate to the level of conflict reported. More strikingly, our results indicate a complete discrepancy between self-reported affect and physiological affect data. This highlights that future potential and importance of using biometric data when investigating affect. We advance conflict theory and affect theory by integrating knowledge from relationship psychology, which helps to see conflict and the potential impact on team performance in a novel way.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

“resource-gain” pathway, empowering leadership positively influences followers’ self-efficacy and further promotes their explorative learning. For the “resource-loss” pathway, empowering leadership positively influences followers’ emotional exhaustion, and further diminishes their explorative learning and amplifies cyberloafing. Furthermore, followers’ power distance orientation attenuates the positive relationships between empowering leadership and followers’ self-efficacy but exacerbates the positive relationship between empowering leadership and emotional exhaustion. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

HR

Discretionary Performance in the 21st Century Workplace: Expanding Theory, Research, and Practice (session 784)

This symposium broadens our sight by expanding theory, research and practice of discretionary

OB

Gossip and Envy at Work (session 776)

[Exploring the Daily Relationship Between Envy and Well-Being Through Envy-Coping Behaviors at Work](#)

Author: I-Heng Wu; U. of Iowa

performance: organizational citizenship behaviors (OCBs) and counterproductive work behaviors (CWBs; or deviance), which are important components of job performance. The papers in the symposium present new theoretical directions and ways to conceptualize and study these behaviors. These include utilizing a person-centered approach to study profiles (rather than separate traits or behaviors). Specifically, the first paper studies how personality profiles (i.e., combinations of traits) predict discretionary behaviors. The second paper identifies deviance profiles and examines how they relate to traditional antecedents of deviance in non-traditional ways. The third paper examines how between- and within-person variance in CWBs depends on the total study duration and the time intervals between measurements. The second focus of this symposium is on discretionary behaviors in the context of the modern day workplace, thus expanding our understanding of the role that these behaviors play in aligning individual and organizational values in this dynamic environment. Specifically, the fourth paper examines how the interface (i.e., conflict vs. enhancement) between a gig-work identity and an environmental identity affects positive and negative discretionary behaviors. Finally, the fifth paper studies the effects of employee promotive and prohibitive voice on empowering leadership, and how this effect depends on a dynamic work environment. In sum, the papers in this symposium have implications for theory, research and practice in organizational behavior and human resources, as the papers enrich our understanding of attributes and processes related to job performance.

Personality Profiles as Predictors of Job Performance: A Person-Centered Approach

Peng Zhao; Indiana U. - Kelley School of Business
Christopher M. Berry; Indiana U. - Kelley School of Business

The Profiles of Workplace Deviance: A Latent Class Analysis Approach

Jason Kautz; U. of South Carolina
Bailey A. Bigelow; U. of Central Florida
Nichelle Carpenter; Rutgers U., School of Management and Labor Relations

Author: **Michele Williams**; U. of Iowa

Author: **Eean Crawford**; U. of Iowa

Author: **Yu-Ching Chiao**; National Chung Hsing U.

Envy, while being stressful and painful, is an inevitable part of our contract with life. We draw on control theory and the functional perspective on emotions to evaluate the effectiveness of envy-coping behaviors, including both others-dysfunctional (i.e., harming the envied) and self-functional (i.e., seeking self-improvement) behavior. In contrast to control theory, which suggests that closing the gap between desired and actual states is beneficial, we posit that the distinctive nature of envy-coping behavior produces differential well-being for the envier. Furthermore, because envy is often rooted in unfair advantages received by others, we explore an envier disposition related to fairness—justice orientation, or the extent to which individuals internalize justice as a moral virtue and pay attention to issues of unfairness—as a moderator. We argue that justice orientation is a contingency factor driving functional versus dysfunctional reactions to envy, thus contributing to our understanding of the envy --> coping behavior --> well-being relationship. We conducted an experience-sampling study with a sample of 192 Taiwanese massage therapists, whom we surveyed for 14 consecutive workdays. Confirming most of our predictions, we find that envious individuals high in justice orientation engage in more others-dysfunctional behavior, which in turn results in reduced positive well-being and increased negative well-being. Envious individuals high in justice orientation also engage in less self-functional behavior, which has an adverse impact on positive well-being. Interestingly, such individuals with low justice orientation engage in more self-functional behavior, which is beneficial for positive well-being. Theoretical contributions and practical implications are discussed.

view paper (if available)

A Norm-Based Perspective on the Relation Between Gossip and Gossipers' Status

Author: **Jie Li**; Hong Kong U. of Science and Technology

Author: **Huiwen Lian**; U. of Kentucky

An Examination of Temporal Variability in CWB

Casey Giordano; U. of Minnesota

Brittany Kathleen Mercado; Elon U.

Deniz S Ones; U. of Minnesota

Stephan Dilchert; City U. of New York, Baruch College

The Effects of Environmental and Work Identities on Discretionary Performance in Gig Economy Work

Maria Rotundo; U. of Toronto

Ravit Hezkiau-Ludwig; U. of Toronto

Chloe Kovacheff; U. of Toronto

Joyce He; U. of Toronto

Fostering Manager's Trust in Employees: When and Why Does Employee Voice Lead to More Empowerment?

Shuqi Li; Eli Broad School of Business, Michigan State U.

Yao Wang; Renmin U. of China

Russell Eric Johnson; Eli Broad School of Business, Michigan State U.

Asynchronous

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Author: **Jingzhou Pan**; Tianjin U.

While the management literature regards workplace gossip as a norm violating behavior, the broader literature on gossip regards gossip as functional in clarifying and communicating organizational norms. To reconcile these seemingly contradictory propositions, we develop an integrated model where we distinguish positive gossip from negative gossip, theorizing their independent and joint effects on gossipers' workplace status via both norm violation and norm clarification perceptions – two concurrent but countervailing mechanisms. In particular, negative gossip clarifies norms but it per se violates norms, whereas positive gossip clarifies norms without violating norms. Interactively, positive gossip buffers the norm violation effect of, and synthesizes the norm clarification effect of, negative gossip. Our key predictions were supported in a round- robin field survey with data collected from 37 teams and 783 members.

view paper (if available)

Team Gossip Prevents the Negative Effect of Abusive Supervision on Team Norms and Effectiveness

Author: **Rui Zhong**; Sauder School of Business, U. of British Columbia

Author: **Lingtao Yu**; U. of British Columbia

Author: **Jinlong Zhu**; Renmin U. of China

Author: **Yating Wang**; National U. of Singapore

Derived from team leaders' role modeling effect, aggressive interpersonal norms have been hinted as a key mediating mechanism explaining the negative effects of team abusive supervision on team effectiveness. However, some evidence contradicts with the role modeling effect and the mediating mechanism of aggressive interpersonal norms, suggesting that team members may instead view the abusive team leader as a common enemy and thus refuse to emulate aggressive behaviors exemplified by the common enemy (i.e., the common enemy effect). We seek to solve the above theoretical tension and answer the following question: Why do team abusive supervision impede team effectiveness via generating aggressive interpersonal norms in some teams while not in

other teams? To that end, we integrate self-categorization theory with social function theory of gossip to posit that team gossip, or the extent to which team members engage in negative gossip about the abusive team leader, serves as an important boundary condition. When team gossip is low, the role modeling effect prevails whereas when team gossip is high, the common enemy effect prevails. Our hypotheses regarding the role modeling effect and the common enemy effect are fully supported by a sample of 102 work teams using multi-wave, multi-source, and social network-based research designs. Theoretical and practical implications for abusive supervision and workplace gossip are also discussed.

[view paper \(if available\)](#)

How Supervisor Gossip and Regulatory Focus Interact to Impact Target's Proactive/Withdrawal Behavior

Author: **Weiyi Chen**; Xi'an Jiaotong U.

Author: **Zizhen Geng**; Xi'an International Studies U.

Author: **Chao Liu**; Xi'an U. of Posts & Telecommunications

Research on workplace gossip has predominantly examined its impact from the gossiper's and the receiver's perspectives. By regarding supervisor negative gossip as a stimuli of the target employee's job stress and self-regulation, this article elucidates the impact of the interaction of supervisor negative gossip and regulatory focus on target employees' cognitive appraisal of the gossip and subsequent proactive/withdrawal behavior. Integrating regulatory focus theory with the cognitive appraisal theory of stress, this article developed a dual-pathway model to explore how supervisor negative gossip interacts with the target employees' regulatory focus to influence their proactive/withdrawal behavior via increasing their challenge/hindrance appraisal of the gossip. It is proposed that the interaction of supervisor negative gossip and the target employees' promotion focus increases the employees' proactive behavior and decreases their withdrawal behavior through improving their challenge appraisal, while the interaction of supervisor negative gossip and the target employees' prevention focus decreases the

OB

HR

MOC

It's Not What You Say, it's How Others Take it: Contextual Factors that Induce and Inhibit Voice (session 786)

The literature on voice has arrived at a consensus about several reasons why employees speak up or stay silent. However, management theory and organizational practices have not reached a complete understanding of how to encourage employee voice and maximize supervisor receptiveness. To broaden the view of voice, the presentations in this symposium address contextual factors that affect the voice process and voicer outcomes at different levels. Three presentations investigate contextual factors for voice within work groups while two presentations address voice within employee-supervisor dyads. Taken together, this symposium adds to the field's understanding of voice by highlighting critical contextual factors — diversity, courage attributions, artificial intelligence tools, supervisor delegation to voicers, and supervisor self-reflections on employee objections — that shape voice outcomes for groups and employee-supervisor dyads.

Bridging Team Perception Faultlines and Voice on Career Development: A Moderated Mediation Model

Ethan Burris; U. of Texas at Austin

Hong Yu; Teachers College, Columbia U.

Elizabeth McCune; Microsoft Corporation

"I'd Speak Up if You Didn't Make Me Step Up": Voicer Regret Following Supervisor Delegation

Daniel Newton; U. of Iowa

employees' proactive behavior and increases their withdrawal behavior through improving their hindrance appraisal.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Job Crafting in Organizations (session 778)

Expansion-Oriented Job Crafting Behaviors and Employee Performance: A Moderated Mediation Model

Author: Ceyda Maden Eyiusta; Kadir Has U.

Author: Onur Alten; Kadir Has U.

This study examined the mediating impact of psychological empowerment on the relationship between expansion-oriented job crafting behaviors (i.e., seeking resources and seeking challenges at work) and employees' job performance in small and medium-sized enterprises (SMEs). We also investigated the moderating role of perceived overqualification on the relationship between expansion-oriented job crafting behaviors and psychological empowerment. We tested the hypotheses with data gathered from 519 individuals and their supervisors in 69 SMEs operating in six major cities of Turkey. As the data had a nested structure, we used hierarchical linear modeling (HLM) to analyze the multi-level data. Results showed that psychological empowerment mediated the relationships between seeking resources, seeking challenges and job performance. Results also revealed that the relationships between seeking resources, seeking challenges and empowerment were positive and significant only for the employees who felt overqualified for their jobs. Similarly, conditional indirect impact of expansion-oriented job crafting on job performance through empowerment was also significant only for those employees who felt overqualified for their jobs.

view paper (if available)

Hudson Sessions; U. of Oregon
Chak Fu Lam; City U. of Hong Kong
David Welsh; Arizona State U.

Taking it Personally: Supervisor Pride & Guilt in Response to Employee Moral Objections

Sophie Pychlau; U. of Oregon
Hudson Sessions; U. of Oregon
Michael Frankel; U. of Oregon

Above and Beyond: Demonstrating the Additive Impact of Observer Perceptions of Courage

Evan Bruno; Darden Graduate School of Business

Voice Solicitation Through Technology

Roshni Raveendhran; U. of Virginia Darden School of Business

Arthur S. Jago; U. of Washington, Tacoma
Nathanael Fast; U. of Southern California
Jonathan Gratch; U. of Southern California

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

How Having A Calling Leads to Job Crafting

Author: Amber Yun Ping Lee; National U. of Tainan

Author: Po-chien Chang; Macau U. of Science and Technology

Author: Hsien Chun Chen; Institute of Human Resource Management, National Sun Yat-sen U., Taiwan

Author: Heng-Yu Chang; Chang Gung U., Chang Gung Memorial Hospital

Author: I-Heng Chen; National Sun Yat-Sen U.

This study aims to examine the association between calling and proactive behavior by proposing a moderated mediation model. Drawing from the job crafting perspective, career commitment and job autonomy are identified as the mediator and moderator in the model, respectively. The authors tested the proposed relationships with an SPSS macro that utilizes a sample of 350 employees in a three-wave procedure. Results support all the hypotheses. The findings of the study reveal calling to be significantly associated with employees' job crafting behavior. The authors conclude that such a process begins with one's career commitment and is subsequently strengthened by the level of autonomy, thus yielding a pattern of moderated mediation. These findings answer recent calls for an integrative examination of calling in the workplace by demonstrating that career commitment and job autonomy represent key mechanisms in transferring one's calling into job crafting behavior. As such, this study complements existing literature on the theoretical and practical implications of calling in the fields of Organizational Psychology and Organizational Behavior.

[view paper \(if available\)](#)

The Development and Validation of an Electronic Job Crafting Intervention

Author: Lorenz Verelst; KU Leuven

Author: Rein De Cooman; KU Leuven

Author: Marijke Verbruggen; KU Leuven

Author: Colette Van Laar; U. of Leuven (KU Leuven), Belgium

Author: Loes Meeussen; KU Leuven & Research Foundation Flanders

This study examines the effects of an electronic job

crafting intervention on job crafting and person-job fit. We hypothesize that the e-intervention directly stimulates task, relational, and cognitive crafting (i.e., job crafting) and indirectly improves needs-supplies and demands-abilities fit (i.e., person-job fit). We expect that the e-intervention can stimulate job crafting because it provides information about job crafting and stimulates self-regulating job crafting activities by guiding participants in setting specific job crafting goals, in attaining these goals, and letting them reflect on the (lack of) attainment of these goals. We additionally test whether these change mechanisms (i.e., goal specificity, goal attainment, and reflection) indeed influence job crafting. We conducted a quasi-experimental field study with 107 employees who were either assigned to an intervention group (n = 53) or a control group (n = 54). Results revealed that the e-intervention was able to directly foster task crafting, but not relational or cognitive crafting, and that the e-intervention indirectly improves needs-supplies fit via task crafting. We conclude that the e-intervention is an efficient tool for organizations to stimulate job crafting, and especially task crafting, among employees.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

GDO

Making the Case for Diversity: Advantages, Disadvantages, and Alternatives to the Business Case (session 783)

Diversity and Risk: The Self-Defeating Aspect of the Business Case for Diversity

Aharon Levy; Yale U.

Andrei Cimpian; New York U.

Katherine W. Phillips; Columbia U.

The Stubborn Effects of the Business Case for Diversity

OB

Narcissistic Leaders (session 777)

Why Narcissists Rise Through the Ranks (WITHDRAWN)

Author: **Barbara Nevicky**; U. of Amsterdam

Author: **Constantine Sedikides**; U. of Southampton

Narcissists capitalize on positive first impressions: They perform well in interviews and are often chosen as leaders. However, these are not the only routes to the top. Upward mobility in formal hierarchies is frequently contingent upon supervisory evaluations and recommendations. Using two multi-source studies involving employees and their supervisors, we examined the relation between employee narcissism and supervisor

Hannah Birnbaum; Northwestern Kellogg School of Management

Evan P. Apfelbaum; MIT Sloan School of Management

Adam Waytz; Northwestern Kellogg School of Management

The Business Case Undermines Sense of Belonging at Work Among Underrepresented Groups

Oriane Georgeac; London Business School

Aneeta Rattan; London Business School

Beyond the Business Case: The Power of Moral Rationales for Diversity in Organizations

Jamillah Williams; Georgetown U.

Unlocking Diversity & Inclusion: A Social Sustainability Case

Valerie De Cock; ULB - Solvay Brussels School of Economics and Management

Pinar Celik; U. Libre de Bruxelles

Claudia Toma; ULB - Solvay Brussels School of Economics and Management

Asynchronous

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

ratings of promotability (potential to function well in higher-level positions). We tested predictions based on two contrasting theoretical perspectives. According to the display of power perspective, narcissism will positively predict promotability due to narcissists' enacted power. According to the impression management perspective, narcissism will negatively predict promotability due to the self-presentational tactics of self-promotion. Results favored the display of power perspective. The findings explain narcissists' rise through the ranks.

[view paper \(if available\)](#)

From Boasting to Boosting: Positive Consequences for Observers of High-Rank Braggarts

Designated as a "Best Paper" for OB

Author: **Kelly Nault**; INSEAD

Author: **Andy Jiexiong Yap**; INSEAD

This research examines how bragging behavior conducted by relatively higher-ranked others affects observers' emotions, motivation, and work engagement. We developed and tested the idea of a bragging boost, that superior braggarts inspire lower-ranked observers by sharing performance-related information that reflects opportunities to succeed in the organization. Results from four studies revealed that (1) observers of superiors' (vs. peers') bragging readily report feeling inspired by this behavior, (2) conversations involving bragging behavior by superiors (vs. conversations devoid of bragging) lead to greater reported experiences of positive uncertain (e.g., hopeful, inspired, determined) emotions, (3) these increased positive uncertain emotions in turn lead to greater observer reported motivation at work and work engagement, and (4) these effects are present only when superiors brag about professional achievements (vs. personal consumption achievements), and diminish when superior braggarts repeatedly brag about the same accomplishments. These findings help illustrate the positive effects bragging can have on observers of such behavior, and how this behavior can affect important organizationally-relevant outcomes.

[view paper \(if available\)](#)

Is there an Upside to Leader Narcissism?

Author: **Geir Thompson**; BI Norwegian Business School

Author: **William Keith Campbell**; U. of Georgia

Author: **Lars Glasø**; BI Norwegian Business School

The present study examines how narcissism can relate to leadership effectiveness. We propose an untested path through which narcissism can predict leadership effectiveness - political skill. Data were collected from 238 supervisors and 1531 followers from a variety of businesses at different organizational levels. To test our hypotheses we performed structural equation model analyses and bootstrapping analyses. Finally, we conducted a hierarchical moderated regression analyses to examine a possible inverted curvilinear relationship between narcissism and follower performance and abusive supervision. The results showed that leader narcissism predicted political skill, and to the extent this relationship held, narcissism had a generally positive impact on follower outcomes, including higher performance and job satisfaction and decreased experience of leader abuse. Excluding the component of political skill in the model, narcissism predicted negative job satisfaction and negative follower performance. Evidently, the role of narcissism in organizational leadership is complex, with both positive and negative outcomes. The present study demonstrates the significance of political skill to generate more positive and less negative leader outcomes.

[view paper \(if available\)](#)

Exploring (In)Congruence of Leader Narcissism Identity and Reputation on Performance Outcomes (WITHDRAWN)

Author: **Jeremy Bernerth**; San Diego State U.

Author: **Michael S. Cole**; Texas Christian U.

Author: **Min Z. Carter**; Southern Illinois U. Carbondale

Author: **Joshua C. Palmer**; Florida State U.

Judgements about others' personal characteristics intertwine with social interactions in the workplace. Indeed, the personality and social psychology literatures show forming impressions of what others are like is vitally important, in part, because it facilitates the forecasting and acceptance of others'

behavior. Interestingly, very few studies consider others' (i.e., subordinates) judgements about their leaders' personality and whether correspondence between leaders' self-perceptions and these others' judgements is capable of providing meaningful and unique information. This study explores (in)congruence effects between leaders' self-ratings of narcissism (i.e., identity) and subordinates' ratings of leaders' narcissism (i.e., reputation) on performance outcomes via mediating mechanisms. Using polynomial regression and response surface analytical framework, we found our hypothesized (in)congruence effects were largely supported. These findings have important implications for leaders and organizations and suggest to fully understand the implications of leaders' narcissism, one should consider the perspectives of interacting parties and the joint effect of their converging or diverging perspectives.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

OB

Predictors of Innovation (session 781)

How Does Functional Diversity Lead to Team Innovation?

Author: **Ece Ozenir**; Utrecht U., Department of Social, Health, & Organizational Psychology

Author: **Meltem Ceri Booms**; KU. Leuven

Optimal conditions for team innovation are critical for organizations to adapt to current fast-paced market. Consequently, having a good understanding on the processes facilitating these conditions is important both for researchers and practitioners. The current study aiming to shed light on these processes tests the knowledge integration theory of team innovation proposed by Van Knippenberg (2017). Specifically, it examines the role of knowledge resources of teams on team innovation, by investigating how functional diversity leads to team innovation through potential mediation of information elaboration and moderation of shared

OB

MOC

Setting and Pushing Boundaries: Implications for Work-Life Balance, Well-Being, and Performance (session 789)

This symposium brings together a diverse group of management scholars to provide critical and often surprising answers to the question of how people set and push boundaries at work around a broad range of issues, including declining requests, replying to off-hours emails, asking sensitive questions, asking for extensions on deadlines, and reacting to interruptions. People often struggle to set boundaries. When responding to requests, refusers overestimate the interpersonal costs of refusal, as Krithiga Sankaran, David Tannenbaum, and Craig Brimhall find in their empirical examination of refusals. Relatedly, employees who send off-hours emails are mostly unaware of the pressure their receivers feel to reply right away, as Laura Giurge and Vanessa Bohns' work

meta-knowledge. The team level analysis with a multi-sourced data obtained from 37 teams revealed a significant negative relationship between functional diversity and information elaboration, and a significant positive relationship between information elaboration and team innovation. Furthermore, when the indirect effect of mediation was taken into account and the information elaboration was controlled for, the direct effect between functional diversity and team innovation became positive and significant. The implications regarding the variables that reflect the knowledge integration perspective of team innovation, have been discussed to gain a better understanding of an innovative team's cognition and to guide future research. On a practical level, teams are advised to incorporate information elaboration as a tangible step into innovation processes, highlight pro-diversity beliefs and contributions by each subgroup to minimize negative effects of functional diversity and support development of shared meta-knowledge within the team.

view paper (if available)

Innovation in China, India, and Singapore: Culture Differences Affecting Exploration & Exploitation

Author: **Sylvia Hubner**; National U. of Singapore (NUS)

Author: **Neha Tripathi**; National U. of Singapore

Author: **Xing Le Kong**; National U. of Singapore (NUS)

Author: **Tamara Kaschner**; Ludwig Maximilian U. of Munich (LMU)

This paper analyses how cultural differences across China, India, and Singapore influence team exploration, exploitation, and innovation. Previous cross-cultural and innovation literature mainly focused on Western cultures or differences between East and West. In this research, we elaborate on innovation related cultural specifics that differentiate China, India, and Singapore, and investigate differences in team exploration, exploitation, and innovation across those three cultures. We test our model in a survey study with matched answers of team members and their supervisors in innovation projects in China, India, and Singapore. Our findings suggest higher levels of

demonstrates. Aside from struggling to set boundaries, people also grapple with pushing boundaries as Einav Hart and Eric VanEpps find when it comes to asking sensitive questions, and as Jaewon Yoon, Grant Donnelly, and Ashley Whillans show when asking for extensions on adjustable deadlines (particularly for women). Further, as demonstrated by Elana Feldman and David Greenway, people can have varied emotional reactions to interruptions depending on their temporal perceptions of those interruptions as well as the context within which interruptions unfold. The key takeaway of the symposium is that navigating boundaries involves at least two perspectives – those who set/push the boundary and those who are affected by them – and these perspectives do not always align. Consequently, people may impact one another's work-life balance, psychological well-being, and performance in unintended ways.

Saying No Doesn't Have to be Hard: Refusers Overestimate the Interpersonal Consequences of Saying No

Krithiga Sankaran; U. of Utah, David Eccles School of Business

David Tannenbaum; U. of Utah, David Eccles School of Business

Craig Brimhall; U. of Utah, David Eccles School of Business

Senders Underestimate Receivers' Felt Compliance to Respond to Non-Urgent Off-Hours Work Emails

Laura Maria Giurge; London Business School

Vanessa Bohns; Cornell U.

I Didn't Want to Offend You: The Cost of Avoiding Sensitive Questions

Einav Hart; The Wharton School, U. of Pennsylvania

Eric VanEpps; U. of Utah, David Eccles School of Business

Trapped in Time: Women's Avoidance of Extension Request Contributes to Gender Gap in Time Stress

Jaewon Yoon; Harvard Business School

Grant Donnelly; Ohio State U.

Ashley Whillans; Harvard Business School

exploration in India, compared to China and Singapore, and higher levels of exploitation in China, compared to India and Singapore. Additionally, we find team exploration, more than team exploitation, relates to team innovativeness in China, India, and Singapore.

[view paper \(if available\)](#)

Effect of CEO Transformational Leadership on Innovative Behavior in the Service Industry

Author: **Han Cheng Chang**; Guangdong U. of Finance and Economics

Author: **Yi-Ting Chu**; National Sun Yat-Sen U.

This study explores the relationships among CEO transformational leadership, organizational learning, and employee innovative behavior from the perspective of social exchange theory. The investigation is conducted on valid questionnaire responses collected from 42 companies (173 employees). The results show that CEO transformational leadership is positively related to organizational learning and employee innovative behavior. Moreover, organizational learning plays a mediating role in the relationship between CEO transformational leadership and employee innovative behavior. These results offer reasons to consider employees' innovative behaviors as the outcome of social exchange. Moreover, CEO transformational leadership exerts cross-level effects on organizational learning and employees' innovative behaviors.

[view paper \(if available\)](#)

The Conditional Indirect Effects of Team Mean Harmonious vs. Obsessive Passion on Team Innovation

Author: **Xin Wei**; U. of International Business and Economics

Author: **Hui Liao**; U. of Maryland

Author: **Zhixue Zhang**; Peking U.

Author: **Yuntao Dong**; U. of Connecticut

Author: **Alex Li**; Texas Christian U.

Relying on the passion and team reflexivity

Feeling Interrupted: Explaining Varied Emotional Experiences of Work Interruptions

Elana Feldman; U. of Massachusetts, Lowell

David Greenway; UMass Lowell Manning School of Business

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

literatures, we examine how team members' mean passion for innovation is indirectly related to team innovation through their reflexivity as a team and how these indirect effects are strengthened or weakened when members are homogenous in terms of their passion intensity. We predict that the two kinds of passion—harmonious passion (HP), which stems from autonomously viewing innovation as important to one's identity because of the characteristics of innovation itself, and obsessive passion (OP), which results from the internalization of innovation into one's identity due to intrapersonal or interpersonal pressure that is uncontrollable—will show different patterns given their distinct nature and influences. The results from a two-wave field study of 131 teams and a three-wave field study of 155 teams consistently supported the differential effects. Specifically, we found that mean HP had a positive indirect relationship with team innovation via team reflexivity, and this indirect effect was more positive when HP diversity was lower rather than higher. On the other hand, the indirect mean OP on team innovation via reflexivity were less negative when OP diversity was higher rather than lower. Our study has important theoretical and practical implications for understanding the effect of passion on innovation in team contexts.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Social Comparison and Territoriality (session 780)

[The Relationship Between Employee Territoriality and Job Performance: How Self-Construal Matters](#)

Author: **Xingwen Chen**; U. of hong kong

The construct of territoriality reflects one's behavioral expression of his or her feelings of ownership toward a physical or social object. The existing research mostly focuses on exploring how territorial employees interact with relevant others

OCIS

IT and The Changing Nature of Work (session 792)

[Making Lemonade: Dealing with Analytics Surveillance in the Workplace](#)

Author: **Marco Marabelli**; Bentley U.

Author: **Emmanuelle Vaast**; McGill U.

Author: **Paul R. Carlile**; Boston U.

In this paper we focus on how organizational practices are generated because of the introduction of analytics-based technologies aimed at monitoring

(e.g., isolation, poor social exchange), but less is known about how territorial employees interpret the surrounding environment. This research integrates the two different perspectives (i.e., how territorial employees define the relationship with both the environment and relevant others) to uncover its complex influence in shaping job performance. Integrating the literature regarding territoriality and organization-based self-esteem (OBSE) with self-construct theory, this study develops a model in which the independent self-construct stimulates the territorial employees to take attention of the increased control over work environment—a benefit for OBSE and job performance—while the interdependent self-construct motivates the employees to interpret the territorial behaviors as the threat to build harmonious relationships with their colleagues—a burden for OBSE and job performance. A field study (i.e., a multisource and time-lagged data) was used to test our model. The results demonstrated that employee territoriality is a double-edged sword for job performance and interact with employee self-constructs to predict positive and negative impacts on job performance, via enhanced experience of personal control and enhanced levels of OBSE (i.e., positive pathway) as well as increased perceptions of being excluded and decreased levels of OBSE (i.e., negative pathway). These research findings have significant implications for both theory and practice.

[view paper \(if available\)](#)

Shifting Attributions for Poverty Motivates Opposition to Inequality and Enhances Egalitarianism

Author: **Dylan Wiwad**; Northwestern Kellogg School of Management

Author: **Paul Piff**; -

Author: **Angela Robinson**; U. of California, Irvine

Author: **Brett Mercier**; U. of California, Irvine

Author: **Lara Aknin**; Simon Fraser U.

Author: **Azim Shariff**; U. of British Columbia

Amidst rising economic inequality and mounting evidence of its pernicious social effects, what motivates people to oppose inequality? Five studies (N = 34,442) show that attributing poverty to situational forces is linked to greater concern about

employees' performance. We use longitudinal data collected from June 2017 to December 2019 at a healthcare network in the Greater Boston Area. The related literature often points to negative aspects of workplace surveillance through these systems; what is more, it is not clear why some organizations can benefit from process improvement through analytics while other cannot. These mixed findings and a gray area around reasons underpinning the successful deployment of these systems motivate our study. We found that a mixture of top-down and bottom-up practices, in the long-term, promote collective actions of supporting the effective use of analytics. Top-down practices (management) focus on the reorganization of structures and formal processes; bottom-up practices (employees) concern cross-community bonding, creative workarounds to improve current practices and the attempt to transfer these (improved) practices to different contexts where the same analytics standards "rule." We theorize on how these practices need to be interwoven to be successful, and we highlight that this takes time. We therefore contribute to (and question the pessimism of) related literature by showcasing the bright side of analytics at work, happening over time.

[view paper \(if available\)](#)

Exploring Contagion in Digital Innovation - A Virus Perspective

Author: **Jeppe Agger Nielsen**; Aalborg U.

Author: **Mette Strange Noesgaard**; Aalborg U.

Author: **Tina Blegind Jensen**; Copenhagen Business School

Author: **Lars Mathiassen**; Georgia State U.

Researchers have used contagion metaphors such as diffusion, fashion, and mimicking to examine how digital innovations spread across an organizational field. We extend this line of inquiry by applying Virus Theory to a longitudinal investigation of how three Danish home care organizations adopted mobile technology into their day-to-day operations. Focusing on how innovations (the virus) play out within these three organizations (the hosts) over a 20-year period, we identify three patterns of contagion in digital innovation. In one case, mutation was evident as mobile technology

inequality, preference for egalitarian policies, and inequality-reducing behavior. In Study 1, situational attributions for poverty predicted reduced support for inequality across 34 countries. Study 2 replicated these findings with a nationally representative sample of Americans. Three experiments then tested whether situational attributions for poverty are malleable and motivate egalitarianism.

Bolstering situational attributions for poverty through a brief writing exercise (Study 3) and a computer-based poverty simulation (Studies 4a-b) increased egalitarian action and reduced support for inequality immediately (Studies 3-4b), one day later, and 155 days post-intervention (Study 4b). Causal attributions for poverty offer one accessible means of shaping inequality-reducing attitudes and actions. Situational attributions may be a potent psychological lever for lessening societal inequality.

[view paper \(if available\)](#)

A Social Comparison Perspective on Idiosyncratic Deals and Coworkers' Acceptance

Author: **Xiaoyan Zhang**; School of Economics and Management, Beijing Jiaotong U., China

Author: **Wenbing Wu**; -

Author: **Mingyu Zhang**; Beijing Jiaotong U.

Author: **Wen Wu**; Beijing Jiaotong U.

Author: **Daiheng Li**; School of Economics and Management, Beijing Jiaotong U., China

Idiosyncratic deals (i-deals) refer to customized work arrangements and employment conditions employees negotiate with employers. Significant scholarly attention has been paid to understand the responses of i-deals' recipients. However, little attention has been paid to coworkers' reactions to i-deals. This study examines how coworkers react to focal employees' i-deals. We tested our hypotheses with a sample of 255 employee-coworker pairs and found that coworkers are more likely to accept focal employees' flexibility i-deals than development i-deals. Specifically, we found that coworkers' felt status threat mediates the relationship between development i-deals and their acceptance of i-deals. Coworkers' perception of obtaining future i-deals mediates the relationship between flexibility i-deals and coworkers' acceptance. Furthermore, the empirical results show that coworkers' leader-

triggered a radical transformation that replaced a control-based with a trust-based regime. In another, incubation was prominent as mobile technology matured through a slow-paced transformation. In the third case, dormancy was essential as the organization first abandoned mobile technology and then revitalized it at a later stage. As such, the Virus Theory-inspired analysis highlights how the same idea about digital innovations unfolds differently within individual organizations, hence offering new understandings of the ongoing, interrupted, and long-term way in which digital innovations spread across a field. As a result, we argue that the Virus Theory contributes new knowledge about contagion in digital innovation compared to established theories of diffusion, fashion, and mimicking.

[view paper \(if available\)](#)

Temporal Frames: Exploring Sensemaking Through the Use of Planning Software

Author: **Julie Delisle**; [esg uqam](#)

Several technologies have been designed to assist employees in dealing with time. Although it certainly influences how people make sense of time, this topic has not been studied so far. This should not come as a surprise since technology has been identified as one of the major shortcomings of the literature on sensemaking. Answering this call, this research relies on multiple-case studies following the implementation of planning software in three groups of the same organization. Findings illustrate three distinct framings of temporality: integrated, discontinuous, and past prevalent, which lead to different responses toward the tool (accepting, resisting and selecting). These insights illuminate the mutual influence between affordances, framings and responses through the process of sensemaking, and as such, contribute to a better understanding of affordances in practice.

[view paper \(if available\)](#)

Algorithms as Co-Workers: A Role Perspective

Author: **Monideepa Tarafdar**; Lancaster U. Management School

member exchange (coworkers' LMX) can weaken the effect of development i-deals on coworkers' felt status threat, but strengthen the effect of flexibility i-deals on coworkers' perception of obtaining future i-deals. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Relational Approach to Team-Level Pay

Satisfaction: The Roles of LMX Differentiation

Author: **Mee Sook Kim**; California State U., East Bay

Author: **Sanghee Park**; Hongik U.

Author: **Yuan Jiang**; Harbin Institute of Technology

Author: **Won-Woo Park**; Seoul National U.

Author: **Hyun Sun Chung**; Seoul National U.

This study introduces a relational approach to pay satisfaction, demonstrating that the variances in social exchange relationships with a leader (LMX differentiation) influence employee pay satisfaction beyond actual pay levels. Because pay satisfaction depends on perceived equity which is rooted in social comparison, we point to the need to examine pay satisfaction in a work team context where employees are proximal to one another and constantly exchange evaluative judgements of work environments. We propose that (1) pay satisfaction can be shared through reciprocal interactions and emerge as a collective attitude (team-level pay satisfaction) and (2) within-group agreement in pay satisfaction (pay satisfaction agreement) needs investigation as it serves as an important team-level phenomenon that is influenced by relational factors. Using the samples collected at two different time points, we demonstrate that LMX differentiation is negatively related to team-level pay satisfaction and pay satisfaction agreement as it undermines perceived equity and augment the unequal distribution of information and support. Decreased team-level pay satisfaction, in turn, negatively affects team performance. Further, leader conscientiousness and task interdependence moderate the indirect relationship between LMX differentiation and team performance via team-level pay satisfaction. Theoretical and practical implications are discussed.

Author: **Xinru Page**; Bentley U.

Author: **Marco Marabelli**; Bentley U.

Algorithmic work involves algorithms taking on management roles such as task allocation and performance evaluation and humans interacting with them to accomplish work tasks. In such work, algorithms and humans are 'co-workers'. The paper examines this 'human-algorithm co-worker' relationship. Algorithmic work has distinctive conditions such as lack of transparency of algorithmic outputs, difficulty of over-riding them, and extensive digital traces that form the data-bed for multiple computations across different managerial functions. Problematizing these conditions, we study how they shape the human-algorithm relationship. Noting that relationships among co-workers are embodied in organizational roles, we address the research question: How does having algorithms as a co-worker shape the human's work role? The empirical context of our study is algorithm driven ride sharing exemplified by companies such as Uber. We draw on data that includes interviews with 15 Uber drivers, a netnographic study of 1700 discussion threads among Uber drivers from two online forums, and archival analysis of Uber's web pages. The data represents taxi driving in the US. We develop a relational view of algorithmic work by delving into the role dynamics of the human-algorithm co-worker relationship to explain how algorithmic work can create algorithm driven role conflict and role ambiguity for the human, which manifests in negative work outcomes. Implications for theory, practice, and policy are discussed.

[view paper \(if available\)](#)

Job Connectedness as a Job Resource or Job Demand: Moving Beyond the Dichotomy

Author: **Rashimah Rajah**; Pulsifi

Author: **Lucas Monzani**; Ivey Business School

Modern advances in communication technologies allow endless possibilities for knowledge workers. While remaining connected to job matters remotely affords greater control over work matters and personal boundaries and can be welcome by employees, engagement in this behavior can be

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

disruptive to personal domains and well-being. Scholarly works have also had mixed results with regards to this phenomenon, as studies have typically examined the topic in dichotomies. In this study, we examine job connectedness and its effects on well-being and performance. Grounded in the job demands-resources (JD-R) theory, we postulated that job connectedness is related to different levels of well-being and performance based on individual appraisals of whether it is a job resource or a job demand. We move beyond a dichotomous view of whether job connectedness is indeed a job resource, or a job demand, by examining both possibilities in the same research model. Results from our experience sampling study with 194 employees over the course of a week showed that when individuals psychologically appreciated job connectedness as a job resource, they experienced higher job satisfaction and higher job performance. When individuals appraise job connectedness as a job demand, they experienced higher work-life conflict and burnout. Implications are discussed.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OCIS

Sociomateriality and the IT Artifact (session 793)

Exploring Smartphone Affordances Through a Power Lens: The Case of Refugee Daily Life Organizing

Author: Randa Salamoun; American U. of Beirut

Author: Charlotte M. Karam; American U. of Beirut

Author: Crystel Abdallah; American U. of Beirut

In the current study, we investigate the connections between power and the technology-organizing nexus. To do this, we explore how the lived experience of refugees shapes the enactment of smartphone affordances in their day-to-day organizing practices. Our central research question is: "How do refugees perceive the affordances of the smartphone to enable (empower) or constrain (oppress) their daily organizing during settlement?"

ODC

Organizational Change Leadership Research: New Findings and Future Directions (session 245)

The scholarship of both organizational change and leadership is extensive. However, there have been few attempts to systematically integrate these fields of research in terms of theory or empirical examination. As a result, our understanding of the role and impact of leadership on organizational change outcomes is incomplete. This symposium is designed to generate a dialogue about what constitutes effective change leadership. It is comprised of four papers (two empirical and two theoretical), which explore factors that influence the effectiveness of change leadership in terms of strategic choices, behaviors, and the demands and resources related to the change leader role. Authors of the two most comprehensive reviews of change leadership scholarship – Jeffrey Ford and Shaul Oreg

To disentangle the role of technology from the activities necessary for organizing, we develop a hybrid lens that draws on a feminist interpretation of Affordance Theory and allows for an explicit consideration of power dynamics. We focus on the interrelation between the materiality of the smartphone, the action possibilities it provides in relation to organizing, and the related power dynamics. We adopt a qualitative analysis of 32 in-depth interviews with Syrian refugees settled throughout the Lebanese territory. Our findings highlight the specific affordances of the material characteristic whether empowering or subjecting the actor to oppression. Furthermore, we shed light on the pervasive role of the layers of power. Our main findings suggest that smartphone affordances can (1) be oppressive as well as empowering; (2) push the parameters of organizing thereby serving as a basis for mediated agency related to overcoming oppression; and (3) shape small changes impacting the experience of gender-based oppression. On a practical level, these findings suggest that initiatives aiming to empower refugees through technology should not build on empowerment and ignore oppression, but rather attempt to integrate both.

[view paper \(if available\)](#)

Making Houses Talk: How the Material Get Organized to Perform

Author: **Camille Endacott**; UC Santa Barbara

Using MacKenzie's (2006) interpretation of performativity, we explore how multiple objects are organized to perform as coherent systems. Though many studies examine how singular objects can be made to perform (Barley, 2015; Humphries & Smith 2014; Kaplan, 2011), this study explores how different objects come to be arranged and coordinated such that they speak with the same voice. To do so, it draws on field data from a year-long study of residential realtors to examine cases of realtors' work to make houses perform as coherent systems. Our analysis showed that the sequence in which realtors organized non-human actors into a system affected the extent to which they could bring them into alignment, because non-human actors varied in their malleability and

- will introduce and conclude the symposium. In introductory comments, Dr. Ford will comment on the state of change leadership research to date and remaining questions. Shaul Oreg will offer discussant comments that integrate the insights from the papers and propose directions for further research.

A Process Model of Organizational Change and Leadership

Myeong-gu Seo; U. of Maryland

Leaders' Choice of Change Processes: The Option of Dynamic Application to Improve Change Outcomes

Bradley J. Hastings; UNSW Sydney

Gavin M. Schwarz; UNSW Sydney

The Motivation of Leader Change Messages: An Examination of Regulatory Fit & Follower Responses

Jill Waymire Paine; IE Business School

Myeong-gu Seo; U. of Maryland

Sirkwoo Jin; Merrimack College

The Demands and Resources Underlying Change Leader Effectiveness

Art Uprety; IE Business School, IE U.

Jill Waymire Paine; IE Business School

Real-time Presenter

PRACTICE

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

interpretive flexibility. We offer implications of our findings for work on organizational communication, sociomateriality, and performativity.

[view paper \(if available\)](#)

Institutional Change and Sociomaterial Practices: Healthcare Reform in the Turkish Healthcare Field

Author: **Kutay Gunestepe**; Istanbul Technical U.

Author: **Deniz Tuncalp**; Istanbul Technical U.

Institutions are changed and maintained through practices that encompass interactions between humans and materials. However, we know less about what kind of mechanisms take part in shaping these practices. In this paper, we seek the answer to this question through a qualitative inductive study. We reveal power-based mechanisms that have both social and material foundations, the latter of which are mostly underexamined in the extant research. We make use of the sociomateriality concept that helps us capture sources of power without privileging the social over the material. We analyzed sociomaterial practices in two emergency departments after the emergence of managerialist approaches in the healthcare services of Turkey. We show what kind of power-based mechanisms participate in changing or maintaining institutions through the model developed in this study. Accordingly, we have substantial contributions to three broad literature streams - institutional theory, power, and materiality - and also facilitate to cross-fertilize them.

[view paper \(if available\)](#)

The Intra-Action of Employees and Materiality in the Constitution of Work-Related Identity

Author: **Pekka Pälli**; Aalto U. School of Business

Author: **Ari Kuismin**; Aalto U. School of Business

Author: **Emma S. Nordbäck**; Hanken School of Economics

Applying a sociomaterial view to the material and human agency in doing work, this study explores the interdependent role of material arrangements and people doing knowledge-work. Using a Nordic

university organization as an example, the study specifically highlights how material-physical environment and its affordances, including spaces of work as well as “high technology” such as electronics and “low technology” such as furniture – gain agency and become significant in terms of work-related identity. We introduce three modes of work: cognitive-, embodied-, and emotional work, which describe cognitive, bodily, and emotional actions that are entangled in the expressions of knowledge workers’ work-related identities. Focusing on identity as an achievement in agentive “intra-action” between the human and the material, the article contributes to the research on the effects of material arrangements and technology in the activities that knowledge-work in a digitalized workplace in particular consists of. Keywords: work-related identity, sociomateriality, material agency

[view paper \(if available\)](#)

Place and Organizing for Emerging Technologies- Challenges of Scaling 3DPrinting Across a UK Hospital

Designated as a “Best Paper” for OCIS

Author: **Stavros Polykarpou**; U. of Exeter Business School

Author: **Michael Barrett**; U. of Cambridge

Author: **Eivor Oborn**; U. of Warwick

This paper examines how the role of place shapes the way emerging technologies scale across hospital organizations. Through a five-year ethnographic field study on organizing 3D printing across a major UK National Health Service (NHS) hospital, we extend theory on how places influence the attempted scaling of this emerging technology. Informed by a practice lens and a process research approach, we develop a model that theorizes the constitutive role of place in terms of its resources, materiality and location meaning, which taken together, explain how and why the scaling of 3D printing failed in three different situated places remained rather limited. Moreover, we unpack the idea of place dynamics, which entail processes of place bending, place extending and place framing to theorize the role of place in scaling an emerging technology. We conclude by discussing the implications for the organizing of emerging

technologies and highlight the ways in which place is integral to shaping the process of scaling.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ODC

Political Skills and Styles of Leadership (session 794)

Leading Between the Lines: How Leaders Use Political Behavior During Organizational Change

Author: **John Rensink**; Case Western Reserve U.

Author: **Corinne A. Coen**; Case Western Reserve U.

This is an exploration of how leaders utilize political behavior to direct successful organizational change in a highly politicized environment. Despite the ubiquity of politics in organizations, the construct of political behavior remains ill-defined and understudied. Using an inductive, qualitative approach, leaders of high-poverty, preK-12 public schools in a large Midwestern state were interviewed. Findings are contrary to the prevailing narrative in the scholarly literature. They suggest that leaders in highly politicized environments use political behavior as an essential tool in strategically managing work relationships and recognize it as a positive and necessary tool for change leadership.

[view paper \(if available\)](#)

The Effects of Political Skills on Leader Effectiveness and Change Outcome

Author: **Noufou Ouedraogo**; MacEwan U.

Author: **Mohammed Laid Ouakouak**; Gulf U. of Science and Technology

Author: **Zoubeyda MAHAMADOU**; European Business School Paris

Leaders' behaviors and qualities are often portrayed as important drivers of change success. However, apart some anecdotal evidence, limited empirical evidence is provided to support these assertions.

OMT

GDO

MOC

Expanding Stigma Research: Exploring Stigmatized Actors and their Stigmatizing Audiences (session 247)

This Professional Development Workshop (PDW) aims to continue our successful PDWs on organizational stigma at the AOM meetings. Over the last few years, there has been an upswing in research on stigma, stigmatization, and stigmatized contexts. Building on our previous PDWs, we aim to encourage theoretically and methodologically consistent research on stigma as well as identify opportunities for future research efforts. Particularly, we hope to contribute to enhancing our understanding of stigma's role in influencing identities, organizations, professions, categories, industries, and fields. Overall, this PDW consists of three components: (1) an introduction that defines the topic and provides an overview of recent work, and (2) thematic roundtables, each facilitated by 2-3 well-known scholars, which will also focus upon "challenges" that researchers are experiencing in positioning, conceptualizing, and publishing their work. Roundtables will last 60 minutes and, as in 2018/2019, have a maximum of 6 participants per table, since we have experienced time constraints. Participants will need to pre-register and submit a 1-2-page document with an abstract of a project and a challenge statement that outlines which issue they would like to discuss at the roundtables. Finally, there will be a panel of three prominent experts - David Deephouse, Michael Jensen, and Kisha Lashley - who will present their reflections on how they conceptualize audiences in organizational contexts and its implications for the emergence, management, and outcomes of stigma, and for organizational and collective targets. The organizers

The purpose of this study is therefore to examine whether and how the leaders' political skills contribute to the leaders' own effectiveness and, ultimately, to change success. Specifically, we examine the effects of three types of political skills (social emotional competency, leader humor, and apparent sincerity) on leader effectiveness, change outcome and employees' intentions to support future change. With a quantitative study conducted among 463 employees working at various organizations, we show that leader political skills have a significant impact on leader effectiveness. We also find that leader effectiveness positively affects change outcome, which in turn affects employees' intentions to support future change. However, leader effectiveness does not directly affect employees' intentions to support future change. We then discuss the theoretical contributions and practical implications of our study.

[view paper \(if available\)](#)

The Relationship Between Leadership Styles and Organizational Identification: A Meta-Analysis

Author: **Kim Aitken**; Deakin U.

Author: **Kathryn Von Treuer**; The Cairnmillar Institute

Author: **Jeromy Anglim**; Deakin U.

Author: **Emily Kothe**; Deakin U.

Organizational changes such as service integration, mergers and acquisitions, joint ventures and strategic alliances, are often only partially implemented. Failure of fully implemented change is often attributed to leadership and lack of integration between organizational cultures. Therefore, understanding the role of leadership style in influencing employee organizational identification may be critical in successful organizational change. This study aimed to provide a meta-analytic estimate of relationship between a range of leadership styles and follower organizational identification. A meta-analytic review examined the correlation between followers' perceptions of leadership styles and their organizational identification across eight leadership styles. The meta-analytic estimate of the correlation between perceptions of leadership styles and organizational identification was $r = 0.47$ ($k = 62$, $N = 22,893$). While

will then facilitate a discussion on how audiences, those that perceive and actively stigmatize (i.e., stigmatizers) might shape, or should shape, our research, before opening the discussion to the group.

Real-time Open

LIVE - OPEN

RESEARCH

THEME

PDW (WORKSHOP)

all but passive leadership showed positive correlations with organizational identification, some styles yielded stronger correlations than others. In particular, transactional ($r = .60$), ethical ($r = .54$) and transformational ($r = .51$), leadership yielded the largest correlations with organizational identification. Results suggest that various leadership styles can be used to foster a positive connection to their organization in employees. This research presents the first known meta-analysis examining a range of leadership styles and their relationship to followers' organizational identification.

[view paper \(if available\)](#)

Intraindividual Dynamics of Leaders in Change Processes

Author: **Charlotte Blum**; Johannes Gutenberg U. Mainz

Author: **Thomas Rigotti**; Johannes Gutenberg-U. Mainz

Although a growing body of research links leadership behavior to follower well-being in change situations, comparatively little is known about leaders' experience and behavior during organizational change processes. This weekly diary study of 57 leaders examined the personal and organizational resources and demands of leaders in change processes, their effect on irritation and engagement and how the job demands-resources model theoretically informs this dynamic. This paper is the first to examine the role of change self-efficacy and change-commitment of leaders and their specific effects of strain and engagement. Main theoretical implications lie in the finding that—in line with job demands-resources theory – especially for engagement intraindividual factors are of importance. For practitioners, our results offer valuable insights regarding the specific support of leaders for organizational change implementation.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Climate Change 1 (session 795)

Does Fear of Climate Change Alter Entrepreneurial Opportunities?

Author: **Bari L. Bendell**; Suffolk U.

Author: **Suzyn L. Ornstein**; Suffolk U.

Currently, the global mood is one of anxiety and fear over catastrophes such as climate change. The important implications of these proliferating fears in the broader public notwithstanding, we concern ourselves with how this widespread and growing fear of impending climate change—which we refer to as the ‘Big F’—relates to entrepreneurial opportunity recognition and exploitation. A host of fears (e.g. fears of failure, rejection) have been explored theoretically and empirically in the entrepreneurship literature. However, the dominant approach to examining entrepreneurial fear has mostly been individual and situation specific across a limited time frame -- i.e., “little f” fears. We aim to explore whether entrepreneurship works the same way in the context of “Big F” fear (i.e. the fear of impending climate change that exists across large populations simultaneously, over an extended period of time) as it does under normal conditions. Thus, our paper examines how looming climate change likely influences why, how, when, and what entrepreneurial behavior occurs and who takes part.

[view paper \(if available\)](#)

The Carbon Dilemma: Intervening Effects of Technological Competition and Open Innovation

Author: **Christine Chou**; National Dong Hwa U.

Author: **Kuo-Pin Yang**; National Dong Hwa U.

The relationship between carbon emissions and firms’ performance has long been the subject of debate, but no solid conclusions have yet been reached. This study provides a dynamic view of this relationship and presents a performance paradox derived from carbon emissions with an additional analysis on the roles of both technological competition and open innovation. Based on a sample of 584 Taiwanese high-tech manufacturing

Corporate Sustainability and Social Responsibility (session 796)

Perceived Corporate Social Responsibility and Employee Ethical Behavior

Author: **Christian Sarfo**; U. of Otago

Author: **Jing A. Zhang**; U. of Otago

Author: **Paula Marie O’Kane**; U. of Otago

Author: **Nataliya Podgorodnichenko**; U. of Otago

The study examines how corporate social responsibility (CSR) affects employees’ ethical behavior. Specifically, building on the social learning theory, contingency theory and CSR literature, we develop a moderated mediation framework in which we hypothesize that CSR facilitates employee ethical behavior through promoting employees’ organizational commitment, and the effects of organizational commitment on employee ethical behavior are contingent on co-workers’ ethical behavior. Using a sample of 300 employees from listed firms in Ghana, our results confirm that organizational commitment partially mediates the relationship between CSR and employee ethical behavior. Moreover, co-workers’ ethical behavior interacts with organizational commitment to affect employee ethical behavior. These findings provide theoretical and managerial implications for researchers and practitioners attempting to enhance employee ethical behavior. Specifically, this research adds to the instrumentalist perspective of CSR and provides support for social learning theory in CSR by showing that CSR may improve employee ethical behavior.

[view paper \(if available\)](#)

An Attributional Model of CSR: Market Reactions to Water Actions in Different Stakeholder Domains

Author: **Rafia Afrin**; Queen Mary U. of London

Author: **Ni Peng**; Queen Mary U. of London

Author: **Frances Bowen**; U. of East Anglia

This study integrates attribution and expectancy violation theory to explain market responses to corporate social responsibility (CSR) actions oriented

firms over six years (2012-2017) with 3,504 firm-year observations, and applying the least square with dummy variable (LSDV) regression model, we find support for our proposed hypotheses. Specifically, we find that carbon emissions present a performance paradox for firms, in that prior profitability performance (e.g., ROA) induces a high level of carbon emission which, in turn, deteriorates subsequent market performance (e.g., Tobin's Q). We also find that the intensity of technological competition strengthens the positive relationship between prior profitability and carbon emissions, while firms' engagement in coupled open innovation weakens the negative relationship between carbon emissions and market performance. Our study provide explanations for why firms do not or cannot reduce their carbon emissions while they are profitable, as well as how they can avoid this paradox. We also offer suggestions for theory and practice.

[view paper \(if available\)](#)

Who are the Carbon Leaders? Improving Rankings and Business Ambition

Author: **Jane Lister**; Sauder School of Business, U. of British Columbia

Author: **Jocelyn Fraser**; UBC

As contributors to the problem of global warming and as innovators and implementers of clean energy solutions, corporations play a critical role in climate change mitigation. In growing numbers, companies are now calling for policy action and are engaging in voluntary carbon management efforts. However, the effectiveness of company response is unclear.

Investors, NGOs and governments rely on company CSR reports, sustainability rankings and ESG indices as proxy indicators, yet these are unreliable. In this paper, we investigate the question, who are the corporate carbon leaders? Mapping the main carbon efforts of recognized US brand companies we confirm inconsistencies and gaps in corporate sustainability leadership definitions, non-standardize measurement methodologies, and unclear and inaccurate performance metrics. To aid in greater corporate environmental accountability, more responsible decision-making and smarter regulation, we argue the need for more harmonized

towards primary and secondary stakeholders. We test our model and hypotheses empirically in the context of responsible corporate water actions. We argue that market reactions are affected by two important factors influencing attributions to a CSR action, the stakeholder orientation of the current action and the stakeholder orientation of prior CSR performance, which each shape shareholder beliefs and expectations regarding the firm's actions. We find the market reaction to a CSR action affecting primary stakeholders is significantly positive given its direct financial and strategic attributions, but it is not significant for actions affecting secondary stakeholders as these involve ethical or altruistic attributions. We further find that expectancy confirmation or violation moderates these stakeholder orientation effects, influencing how shareholders react to CSR actions. Our study is one of the first to explore market reactions to responsible corporate water actions, and apply both attribution and expectancy violation theory to the novel context of market reactions to CSR actions.

[view paper \(if available\)](#)

Keeping Up with the (SR) Neighbors: Community Dynamics and the Adoption of Commercial Solar PV

Author: **Ion B. Vasi**; U. of Iowa

Author: **Arturs T. Kalnins**; U. of Iowa

While research on corporate social responsibility (CSR) activities has identified a number of reasons why companies "go green", it does not account for the role of geographic communities for the adoption of these activities. We develop and test a model that examines the role of different community-level dynamics that influence companies' decision to adopt CSR initiatives in specific locations. We identify four factors that operate at the level of geographic communities: pro-social competition, natural resources, political climate, and social movement activism. We use an original dataset to analyze the adoption of practices that aim to address global climate change, in particular on the installation of solar photovoltaic (PV) panels by two large corporations: Walmart and Target. We present preliminary results and discuss research implication for theories of corporate social responsibility, social

and broader tracking and evaluation of company carbon performance that includes implementation evaluation and environmental outcome assessment.

[view paper \(if available\)](#)

A Conceptualization of Firm Activities Toward Sustainability Transitions

Author: **Roberto Hernandez Chea**; Post-Doctoral Researcher

Author: **Akriti Jain**; Department of Management Studies, Indian Institute of Science, Bangalore

Author: **Nancy Bocken**; Maastricht U., School of Business & Economics

This paper explores firm level perspectives for sustainability transitions by analysing the activity system of a firm from the transition management lens. While sustainable business model studies provide useful inputs for firms' sustainability actions, their role in contributing to sustainability transitions over decadal time scales remains largely unexplored. By identifying the content, structure and governance activity system of a firm we conceptualize their role in sustainability transition. Our conceptual framework suggests that specific activities from the value mechanisms of sustainable business models can change unsustainable dominant practices in organizations (short-term); internal and external operational structures (medium-term), and logics at the industry/sector and consumption levels (long-term). The paper details the above through a framework. The paper also contributes to theory by integrating the concepts of activity system approach and sustainable business model with transition management. Further, we understand how firm business model support transitions from a governance perspective. We provide recommendations for future research to further develop knowledge and help practitioners and policy makers in this urgent matter. Keywords: Sustainable business models; activity-system approach; sustainability transition, transition management

[view paper \(if available\)](#)

movements and industry development, and strategic management.

[view paper \(if available\)](#)

The emergence of Temporal Reasoning Capabilities in Corporate Sustainability Reporting

Author: **Nahyun Kim**; Ivey Business School

Author: **Oana Branzei**; Ivey Business School

Author: **Shane Wang**; Ivey Business School

This study abductively elaborates the relationship between cognitive linguistics and attention structures in the aftermath of the financial crisis. Using latent dirichlet allocation (LDA) topic modeling for 1,581 sustainability reports issued by 339 public firms in the U.S. and Canada from 2009 to 2017, we show that subtle linguistic updates in word assemblages capturing firms' financial and/or social responsibilities combine with proximal versus distant chronotypes (spatio-temporal frames). Fuzzy set qualitative comparative analysis for a subset of 86 frequent reporters reveals the emergence of latent classes robustly associated with three dictionary-based measures of long-termism (time horizons, long-term orientation, and future focus) collected year later. Long-termism requires convergence of distal chronotypes and social responsibilities. Firms resist long-termism through divergence between distal chronotypes on one hand and social and financial responsibilities on the other. Our study is among the first to explain why firms may develop opposite temporal reasoning capabilities while adapting to the same crisis.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OSCM

Disruptive Technologies and Industry 4.0 (session 798)

Advanced Services: A New Dominant Logic for Manufacturers

Author: **Ali Ziaee Bigdeli**; Aston Business School

Author: **Tim Baines**; Aston Business School

This paper draws evidence from prior literature and industry practices to synthesise a set of foundational propositions that collectively describe how a manufacturing firm can compete through advanced service as a new business model. Our approach has been to form a conceptual framework and subsequent research questions, which address the various components of a business model. Each question is then addressed by a synthesis of evidence, identified through a systematic literature review and augmenting this with examples of industry practice, to arrive at a series of foundational propositions. Seven foundational propositions are presented that help to define and explain the key attributes of advanced service business models, how they deliver competitive advantage, and the organisational design required for their successful delivery. From the theoretical perspective, this paper has sought to embrace and galvanise contributions from a range of disciplines and. From practical perspective, this paper will help practitioners to conceptualise and understand advanced services and so lead to their broader adoption and improved operations.

[view paper \(if available\)](#)

A Socio-Technical Perspective on the Internet of Things: The Case of Advanced Services

Author: **Andreas Schroeder**; Aston Business School

Author: **Parikshit Naik**; Aston Business School

Author: **Ali Ziaee Bigdeli**; Aston Business School

Author: **Tim Baines**; Aston Business School

The purpose of the study is to investigate how the

OSCM

Empirical OSCM Research with Secondary Data (session 797)

Factors that Affect Collaborative Performance Management Systems

Author: **Simon Okwir**; Operations and Supply Chain Management

Author: **Umit Bititci**; Heriot Watt U.

Author: **Yilsy Maria Nùñez**; Technical U. of Madrid

The literature on Performance Measurement and Management (PMM) has documented multi-actor collaborations as extended enterprises and integrated systems an attempt to understand inter-organizational PMM. However, due to different needs within multi -actor collaborations, managing through collaborative measures becomes quite challenging to manage and extends the current boundaries of PMM practices to networked operations. As a consequence, factors that affect the management of collaborative performance management system inclusive of many actors are still not well articulated in literature. The purpose of this paper is to understand factors that affect the management of collaborative measures within a multi actor operational setting. Airport turnaround operations provides a unique operational setting for actors managing with collaborative measures. Through a sample of 2100 flight movements using a single performance management system, an Artificial Neural Network simulation is developed that identifies the criticality of airport resources such stand, size of aircraft, company, runway to cause bottlenecks & delays in airport operations. Additionally, observations were conducted. Findings indicate a selection procedure for optimal models and discard sub-optimal models regardless of the actor's interests. There are three factors that emerge to affect collaborative PMM, i.e complexity, continuous development and the existence of a social system.

[view paper \(if available\)](#)

Internet of Things (IoT) contributes to the manufacturers' advanced service development and delivery. In order to better understand the creation of these IoT contributions, the study adopts a socio-technical research perspective which expands the scope of the investigation and integrates the technological, information and social factors that enable these IoT contributions. A multiple-case research method was employed to investigate the IoT contribution scenarios of 15 manufacturers offering advanced services, and to examine their dependence on other non-IoT factors using inductive and deductive thematic analysis. The analysis identified five advanced service value propositions which are enabled by ten 'IoT-enabled IS artefacts' which specify the distinct interactions between the technological, information and social subsystems that support the manufacturers' advanced service value propositions. This study advances servitization research by showing that the IoT technology on its own is not sufficient for the creation of the IoT contributions. It shows instead the need for close interactions with a diverse range of other factors which are often not considered when developing the IoT strategy. The study further introduces the IS artefact notion as a unit of analysis that is an alternative to the commonly adopted techno-centric perspective used to conceptualise the IoT contributions. The study and its findings add to the development of a socio-technical perspective on the IoT in advanced services and generates a number of theoretical and practical implications.

[view paper \(if available\)](#)

Time to Recognize Digital Disruption (DT): Adoption of DT in digital Supply Chain (US Companies)

Author: **Tarit Mitra**; Indian Institute of Management Indore

Author: **Rohit Kapoor**; Indian Institute of Management Indore

Author: **Narain Gupta**; Management Development Institute, Gurgaon

The emergence of Industry 4.0 and related technologies are changing companies' business model and its supply chains. A digital supply chain (DSC) powered by disruptive technologies (DTs) can

The Effect of Experiencing a Catastrophic Event on Inventory Decisions

Author: **Christian Felix Durach**; ESCP Business School

Author: **Tomas Repasky**; Technische U. Berlin

Author: **Frank Wiengarten**; ESADE Business School

Low probability high consequence (lp-hc) risk events, such as specific natural disasters, are characterized by limited availability of historical and scientific data. In situations in which data is difficult to obtain, risk assessment becomes a resource intense task, in which managers must partly rely on their own perceptions. Perception based risk management responses are yet often biased by prior exposure to lp-hc events, with entailing financial performance consequences. This study investigates inventory levels, as a typical risk response, of manufacturers in the post recovery-phase of the 2011 Great East Japan Earthquake (GEJE). It considers raw material (RAW), work-in-progress (WIP) and finished goods (FG). We observe a significant buildup of RAW and lagged decreases of WIP and FG after the GEJE. Investigating the relationship between observed responses and firm risk-preferences, some light is shed on the question of whether observed reactions were driven by experiential learning, or are, to a significant extent, a reaction to changed risk perceptions. Results indicate that risk-averse firms reacted significantly stronger to the event. Supporting the assumption of partly perception-based adjustments of RAW inventories, and learning-based adjustments of WIP and FG. Across all firms, the observed reactions reduced the firms' return on assets by 0.428 percentage points. The GEJE provides an interesting case, as the risk of a similar event happening again did hardly change after 2011, suggesting observed managerial responses to be independent of a changed risk environment. As quantitative accounts of managerial responses to lp-hc events in general and the GEJE in particular are largely absent from the literature, this study advances our understanding of how firms frame such risks as to ascertain their decision-making process. The details of the observed response patterns are also of interest to insurers, investors and standard-setting organizations.

help organizations to build a sustainable competitive advantage. Although studies on one or some of the DTs gaining momentum over recent years, the literature on DTs adoption in DSC does not report a sufficient number of studies focusing on individual-level adoption behavior. The current study aims to bridge this research gap by examining the determinants of the successful adoption of DTs in DSCs in the USA. Accordingly, this study developed a conceptual model based on the technology–organization–environment (TOE) framework and diffusion of innovation (DOI) theory. Further, this study tested the hypotheses using the PLS-SEM, a partial least squares structural equation modeling. The results indicated that organizational and technology factors influence adoption decisions. Environmental factors such as competitive pressure also play a significant role in DT adoption, but innovation factors do not have any influence whatsoever. Moreover, this study contributes new knowledge to the body of literature on the antecedents of DTs adoption in DSC.

[view paper \(if available\)](#)

Direct to Consumer Firms: Investing in Differentiated Supply Chain Capabilities

Author: **Mike Goulder**; Case Western Reserve U.
Author: **Manoj Malhotra**; Weatherhead School of Management, Case Western Reserve U.

Direct-to-consumer (D2C) entrepreneurial activity is disrupting both traditional retailers and manufacturers by directly linking consumers with products and services, disintermediating elements of the traditional value chain. We conducted in-depth interviews with 24 leaders of small to medium sized D2C businesses to advance theoretical understanding of how they choose among different supply chain strategies to enhance performance. Contrary to expectations, only a subset of D2C companies are willing to invest in differentiated supply chain capabilities in order to serve their customers better than traditional retailers and packaged goods manufacturers. Based on the qualitative analysis of our data, we also identify the common sequential path these innovative firms follow to define their business model and develop their supply chain strategy. Focused findings from

[view paper \(if available\)](#)

Accident Hazard After a Minor Operational Incident: Internal Context and Social Contagion Source

Author: **Xun Tong**; U. of Groningen
Author: **Kevin Linderman**; U. of Minnesota

Managing safety has become increasingly important in global operations. Surprisingly, the literature provides limited clues regarding what influences future accident hazard following a recent minor operational incident (MOI) happened within an organization. This study examines the role of internal context (direct MOI experience) and external context (indirect MOI experience) on a focal organization's future serious accident hazard. Using an archival incident dataset from the global liner shipping industry and drawing upon social contagion theory, we find that following a recent MOI within a focal organization, direct (internal context) and indirect MOI experience (contagion source) can increase future serious accident hazard by 29 and 14 percent, respectively. Furthermore, within the indirect MOI experience, there is no differential impact between related (same type and same region) and unrelated experience; within the related experience, spatial (region) and social (type) proximity do not differ in influencing the chance for future serious accident hazard to happen. This study provides critical implications for theory, practice, and policymaking in safety management.

[view paper \(if available\)](#)

Social Responsibility and Operational Risks in Merger and Acquisition Decisions

Author: **YUQI PENG**; Darla Moore School of Business, U. of South Carolina
Author: **Yan Dong**; Darla Moore School of Business, U. of South Carolina
Author: **Keith Skowronski**; U. of South Carolina
Author: **Sining Song**; U. of Tennessee

We study how corporate social responsibility (CSR) impacts a manufacturer's decisions on mergers and

our inductively derived supply chain capability framework can be used by D2C business leaders to create strategic advantage for their firms and be of interest to D2C scholars and venture investors since they offer insights into strategic choices for such firms.

[view paper \(if available\)](#)

A Platform Ecosystem View of Servitization in Manufacturing

Author: **Kawaljeet Kapoor**; Aston Business School

Author: **Ali Ziaee Bigdeli**; Aston Business School

Author: **Andreas Schroeder**; Aston Business School

Author: **Tim Baines**; Aston Business School

This study investigates how the social and technical subsystems of a platform ecosystem change and interact with each other in the development and delivery of advanced services. An integrated research approach results in the development of an analytical framework accounting for the four perspectives of - technical core, key actors, structural boundaries and task aspects of a servitization-based platform ecosystem. The study draws from collective experiences of 14 senior executives from seven manufacturing companies using a multiple case study approach. The findings recognise modularity and standardisation as the essential components of the technical core, followed by how servitizing manufacturers redefine service-oriented roles to enable resource integration and value co-creation. Analysis of our findings also reveals that manufacturers concurrently operate across multiple structural boundaries, depending on which they adopt varying mechanisms to govern and orchestrate their actor network. Several theoretical and practical implications are identified.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

acquisitions (M&As). M&As are accompanied by significant changes in organizations and operational systems, and the decision of M&A may be affected by potential challenges and operational risks in post-M&A integration. CSR may bring a broad set of corporate values to address these challenges. To empirically investigate the role of CSR in M&A decisions, we estimate bootstrap-based conditional logit models using secondary data from 2005-2016. We find that a firm's CSR score is positively associated with its acquiring possibility as CSR promotes a long-term perspective on value-creation, facilitates integration across organizations, and buffers against risks of failures. We also find such positive impact can be extended to cases when firms are lean in operations and when the purposes of M&As involve innovation or emerging market expansion. Our extended analyses further show that the beneficial role of CSR is primarily driven by the corporate governance dimension, instead of social or environmental dimension. Theoretical and managerial insights are also discussed.

[view paper \(if available\)](#)

An Optimal Pricing Strategy with Cannibalization

Author: **Atabak Mehrdar**; Rotterdam School of Management, Erasmus U.

Author: **Ting Li**; Erasmus U.

Cannibalization in pricing happens when the market share of some product categories decreases as a result of changes in the prices of other product categories. Despite the conventional wisdom of revenue management in avoiding cannibalization, we show that under certain conditions, it can be a part of an optimal pricing strategy in revenue maximization. In this paper, we focus on a capacity-constrained dynamic pricing problem faced by a firm in selling differentiated classes of products with price ranges. In case there are price overlaps across product classes, the higher class will cannibalize the market share of the lower class. We present real-world examples of such situations. Using a Markovian decision problem (MDP) approach, we determine the optimal price ranges for product classes. The result shows that having overlaps in price ranges is part of the optimal pricing strategy. Next, using data collected from a European storage

rental company, we use simulations to better understand how firms can benefit from our recommendations. Our results show that when the capacity constraints are tight in the lower class and less stringent in the higher class, in other words when firms profit from scattering the demand over different product classes, cannibalization is part of the optimal pricing strategy. Firms can use these insights to nudge their customers to act in a way that makes both customers and the firm better off.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

PNP

Bureaucracy and Institutions: Empirical Evidence from Chinese History (session 799)

There is broad scholarly agreement that history and founding conditions matter in the design of institutions and organizations (Marquis, 2003). Yet study of institutional and organizational development rarely includes more than ceremonial references to specific country or regional settings, policy embeddedness, and cultural contingency (e.g., individual versus collectivist cultures). The analytical focus is typically on modern organizations and institutional development trajectories, which leaves us with the question of how history matters. To what extent do modern organizations and institutions reflect historic development trajectories, and how? That we know so little about the ways today's institutions and organizations are affected by the past is not reflecting lack of interest, but instead being constrained by data availability. Yet with increasing progress of digitalization of archival records, "new" historical data becomes available at an astonishing speed. What remains are concerns about data quality and validity. What can we actually learn from historic data about organizations and institutions, then and now? With this symposium, we show there is much to learn. With a regional focus on China and a wide variety of empirical evidence documenting local development over several thousands of years, this symposium brings together a set of four studies, which gather and apply

PNP

OB

Sustaining Volunteer Organizations: Investigating the Internal and External Predictors of Turnover (session 800)

Volunteering represents an important and beneficial civic activity. United Nations estimates that the global volunteering workforce is equivalent to 109 million full-time workers. Although volunteers represent a sizable global 'workforce', management research on volunteering is fairly limited. The aim of the current symposium is to showcase how management theories and concepts traditionally developed to study paid workforce can be applied and adapted to study volunteers with the goal of improving volunteering sustainability. Collectively, the five presentations investigate the external (e.g., intergroup relations, leadership) and internal (i.e., cognitions, motivations, identification) factors that predict volunteer turnover. Enhancing and extending our understanding of volunteering 'work' will assist organizations in better attracting and retaining volunteers. This is an important managerial challenge, considering the enormous contribution made by volunteers to the society.

Designing Effective Recruitment Messages to Get Volunteers Through the Door and Keep Them

Darja Kragt; U. of Western Australia
Patrick Dunlop; Curtin Business School

historical data creatively, and contribute to a better understanding of institutional origins, organizational and institutional change, and their impact on contemporary development. The focus on China is not only interesting for its obvious importance in today's global economy and politics. The analysis of historic organizations and institutions (mainly bureaucracy) and their association with modern-day development also help identify causal processes of how and when institutions matter throughout time. China offers an ideal context. China displays vast within-country variation in its socioeconomic conditions, whereas provinces can serve as broad proxies of regional units. Furthermore, China is ethnically highly homogenous, with more than 90% of Chinese belonging to the Han group and has experienced only limited and well- documented internal migration flows over the last two millennia, which limits the influence of exogenous shocks introduced by broad- sweeping cultural shifts. Finally, the country has been characterized by a high degree of political and territorial unity for more than 2,000 years and has escaped substantial colonial influence, leaving historic development pathways less affected. The four empirical studies address two broader questions: 1) What are the antecedents and mechanisms that explain the emergence of institutions and organizations developed in and inherited from the past? and 2) how does history shape the opportunity structures for modern trajectories of institutional change? In other words, does institutional change today hinge on experience accumulated in the past — either in a positive or negative way?

The Great Political Divergence: Leadership Turnover in Historical China and Europe

Yasheng Huang; MIT Sloan School of Management
Clair Yang; U. of Washington, Seattle

Local Beliefs and Firms: From the Holocene to Organizational Change in Modern China

Sonja Opper; Lund U.
Fredrik Andersson; Lund U.

Meritocracy as An Inhabited Institution: The Chinese Civil Service Examinations, 1400-1580

Enying Zheng; Peking U.
Yasheng Huang; MIT Sloan School of Management

Hawa Muhammad Farid; U. of Western Australia

Paid and Unpaid Workers in the Non-Profit Organization: Intergroup Respect Fosters Cooperation

Edwin J. Boezeman; Leiden U.

Effective Volunteer Leadership: A Quasi-Experimental Study

Vivien W. Forner; U. of Wollongong

The Role of Motives and Motive Attributions on Corporate Volunteering Outcomes

Mina Askovic; U. of Sydney Business School
Anya Madeleine Johnson; U. Of Sydney
Leanne Cutcher; U. Of Sydney

Why Volunteers Consider Leaving their Organizations

Djurree Holtrop; Curtin Uni
Patrick Dunlop; Curtin Business School
Christine Soo; U. of Western Australia
Micah Grishina; The Future of Work Institute

Asynchronous

INTERNATIONAL

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Wei Hong; Tsinghua U.
Rongzhu Ke; Hong Kong Baptist U.

**Career Advancement in the Chinese Bureaucracy:
An Organizational Perspective**

Ling Zhu; The Chinese U. of Hong Kong
Xueguang Zhou; Stanford U.

Asynchronous

INTERNATIONAL THEME RESEARCH DIVERSITY SYMPOSIUM
ASYNCHRONOUS

RM

STR
TIM

**Abduction and the Problem of Null
(session 802)**

The use of the Hypo-Deductive model in management research has been questioned because it is very difficult to properly pre-specify hypotheses and tests prior to examining data. Abduction, and its close cousin, Inference to the Best Explanation (IBE), have been proposed as an alternative approach (King et al., 2019). But how does one “abduct”? There has been limited discussion in management research about the process of engaging with abduction, the challenges and opportunities it presents, how currently used research methodologies fit in an abductive framework, and the aspects that management scholars can take advantage of from the discussions in the philosophy of science about the abductive process. The purpose of this panel symposium is to have leading scholars to share their perspectives on the future of abductive studies in management.

Asynchronous

RESEARCH SYMPOSIUM ASYNCHRONOUS

RM

**Advancing Qualitative Methods in
Organizational Research (session
801)**

**Grounded Theory: Establishing Conceptual Proof-
of-Life via a Prequel Stage in Crowdsourcing Case**

Author: **Kathleen Wilson;** Swinburne Business School, Swinburne U. of Technology

This article assesses the utility of a conceptual ‘proof-of-life’ prequel stage for grounded theory studies. When at the initial discovery stage researchers often do not know how to start to establish the viability of a new phenomenon or concept. Indeed, there is little overall known about the specific discovery activities which researchers need to engage to establish antecedent conceptual ‘proof- of-life’ to enable progression to establish a baseline research feasibility. Beyond utilizing a simple literature review of scant literature, I examine the use of Google Trends and Google Images as a case in conceptual proof-of-life, prequel-stage establishment of crowdsourcing. I examine over 800 Google images and form five crowdsourcing identities based on public opinion regarding what the crowdsourcing phenomenon represents. I use the combined artefacts to decide whether crowdsourcing is a viable research topic. My assessment of using Google Trends and Google Images as early impression-forming and sensemaking methods suggests this activity is particularly suited to very early discovery stage related to establishing the bona fide status of an emerging concept or phenomenon. I establish a framework for researchers wishing to engage in very early discovery research.

[view paper \(if available\)](#)

Systematicity: The Nature of Scientific Management and Organizational Knowledge

Author: **Markus Scholz**; FHWien der WKW U. of Applied Sciences for Management and Communication

Author: **Paul Hoyningen-Huene**; Leibniz U. Hannover

We ask if and how one can demarcate scientific knowledge with regard to management and organizational phenomena from other kinds of knowledge (e.g., from practitioners' knowledge or knowledge created by consultancy firms) that deal with the same subject matter. We find the answer to this question in systematicity theory as recently presented by philosopher of science Paul Hoyningen-Huene (2013). According to systematicity theory, scientific knowledge differs from other kinds of knowledge by being more systematic with regard to nine dimensions. We compare three pieces of knowledge regarding the chances of survival of a set of organizations in a particular environment: (1) Knowledge that is generated by a practicing manager with the help of her business network, (2) knowledge that is generated by a consultancy firm and (3) knowledge that is generated by organizational ecologists. Our analysis confirms our pre-theoretic intuitions that (1) is not scientific, that (3) is scientific, and that (2) is somehow in between. However, systematicity theory not only reproduces our pre-theoretic intuitions and thereby demonstrates its adequacy; it also offers insights into the reason for the given classification of the different kinds of knowledge as being more or less scientific.

[view paper \(if available\)](#)

Capturing Group Dynamics through Retrospective Team Events and Affect Mapping: Introducing R-TEAM

Author: **Desiree Van Dun**; U. of Twente

Author: **Julia Wijnmaalen**; U. of Twente

While team scholars increasingly view small groups or teams as dynamic entities, capturing team

processes and/or patterns over time remains cumbersome. Methodologically, team research 'in the wild' typically involves (cross-sectional) questionnaires but they are rarely used in combination with interviews and naked-eye observations. Given the inherent limitations of just using questionnaires for examining complex team dynamics, different longitudinal data-collection approaches are warranted. The Retrospective Team Events and Affect Mapping (R-TEAM) method, presented and illustrated here, uniquely blends elements of the focus group method; life story interview; the critical incidents technique; and visual elicitation. The R-TEAM method entails: 1) an intake; 2) a short questionnaire; 3) selecting team representatives; 4) a group interview with those team representatives; plus 5) presenting the results to all the other group members in order to validate them. Compared to other available methods for longitudinal team-level studies, R-TEAM interviewing is less time intensive and can even curb researcher bias, making it eminently fitting for exploratory group-dynamics research. The R-TEAM method is also suitable for abductive, action, or social-constructive type of research. R-TEAM may thus enable scholars to directly engage with groups in organizations and facilitate team learning while advancing various academic theories on (small) group dynamics.

[view paper \(if available\)](#)

Thematic Trajectory Analysis: A Temporal Method for Analysing Dynamic Qualitative Data (WITHDRAWN)

Author: **Leighann Spencer**; U. of Liverpool Management School

Author: **Laura Suzanne Radcliffe**; U. of Liverpool

Author: **Rachel Spence**; U. of Liverpool Management School

Author: **Nigel King**; U. of Huddersfield

This paper introduces a novel, temporally sensitive analytical method for qualitative researchers. This approach is simultaneously timely and necessary given increasing recognition of the fundamental, yet curiously neglected, part of organisational life and scholarship. As a result of this recognition, research designs considering temporality have substantially increased over the past decade. However, while

methods for qualitative data collection using longitudinal and 'shortitudinal' designs, in particular qualitative diary methods, have become increasingly common, analytical methods capable of fully exploiting the temporal nature of the data collected have arguably lagged behind their quantitative counter-parts, where we see marked progression in analytical methods and procedures. In this paper, we argue that this lack of progression in approaches for analysing such data, hinders our knowledge and theoretical development when it comes to incorporating temporality, particularly for those seeking to embed temporality in their exploration of phenomena at individual-/micro-levels. We respond to these challenges by introducing a novel, step-by-step analytical approach that facilitates rigorous incorporation of temporality into the analysis and theorisation of micro-level qualitative data, termed Thematic Trajectory Analysis (TTA).

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

SAP

Accomplishing Strategic Change: Rhythms, Sensegiving, and Mindful Ambidexterity (session 803)

The Rhythmic Work of Strategic Change

Author: **Kathleen Ann Stephenson**; Vrije U. Amsterdam, School of Business and Economics
Author: **Joep Cornelissen**; Erasmus U. Rotterdam

Strategic change is difficult, not just because people have to revise their cognitive frames that give meaning to their work and organization, but also because such changes oftentimes imply that they have to adjust their daily rhythms. In this two-year qualitative study, we examine a strategic change that a leader initiated within her academic research group and explain how the success of the change hinged on whether and how members of the group modified their frames and work-related rhythms in a conjoint manner. Taking an approach informed by process and practice thinking, we construct a model that articulates how strategic framing and rhythmic

SIM

Corporate Misconduct (session 806)

Competition Intensity, Stakeholder Voice, and Environmental Irresponsibility

Author: **Punit Arora**; City U. of New York

We incorporate industry environment in the literature on institutional antecedents of environmental irresponsibility. While scholars have recently undertaken important steps to examine institutions antecedents of corporate social responsibility, research has thus far mostly focused on macro-level factors. In this paper, we both introduce missing macro-level institutions as well as integrate the role of firm's immediate institutional environment, viz., competition intensity in determining firm behavior. Specifically, using a longitudinal, multi-country sample, we show that moderate competition curtails environmentally irresponsible behavior. This direct effect is also moderated by the national voice and accountability environment of the country in which focal firms are located. In doing so, we elucidate the interplay of

work are interwoven and co-evolve over time. Our process model contributes to the strategic change literature by illustrating how strategic framing and rhythmic work interrelate in change recipients' sensemaking and how rhythms oftentimes ground strategic frames in individuals' physical bodies. In this manner, we point to the broader importance of developing theoretical accounts that consider both discursive and material, embodied aspects of strategic changes.

[view paper \(if available\)](#)

Strategizing for Digital Transformation: An Ethnography of Framing Across Multiple Initiatives

Author: **Frederik Schrøder Jeppesen**; Aarhus BSS, Aarhus U.

Author: **Toke Bjerregaard**; Aarhus BSS, Aarhus U.

This paper seeks to contribute new insight into how framing is involved in strategizing in situations of ongoing change. It examines how practitioners' strategy framing efforts constantly combine and (re)construct elements of past and current strategy proposals in a multi-episode setting over time. The paper furthermore responds to calls for more practice-based research on how information system strategists and practitioners frame and pitch strategic issues and initiatives. The article thus reports the findings of an ethnographic field study of strategizing for digital transformation within a large manufacturing company, showing how information system practitioners constantly reframe past strategy initiatives to gain support to new strategy proposals. It contributes to understanding of how framing in strategizing under ongoing change constantly draws upon, add distance too and even reconstruct framing elements of past strategy initiatives. The study examines these framing dynamics as they unfold over three consecutive, seemingly distinct processes of strategy formulation for digital transformation.

[view paper \(if available\)](#)

Sensegiving Strategies in Contra Vocal Domains – (Re)Shaping Employment Relations in the Digital

macro and meso institutions in determining firm behavior.

[view paper \(if available\)](#)

Inherited Scepticism and CSR-Washing: Evidence from a Post-Communist Society (WITHDRAWN)

Author: **Petya Koleva**; Coventry U.

Author: **Maureen Meadows**; Coventry U.

The sizeable theoretical and empirical literature on corporate social responsibility (CSR) and business ethics in developed economies and Western countries indicates that the topic has attracted significant interest from academics and practitioners. There is, however, less evidence of the practice of CSR and business ethics in non-Western, transition economies, and insufficient attention is paid to the contextual specification and underlying processes that may lead to different versions of CSR. Therefore, this paper examines the practice and sense-making of CSR and business ethics from the perspective of the fertile and under researched post-communist context of Central and Eastern Europe (CEE), in order to join the growing academic debate about the impact of cultural and historical traditions on the practice and sense-making of CSR and business ethics in non-Western contexts. The study adopts a particular focus on the post-communist and under researched context of Bulgaria where CSR is still a relatively new phenomenon. By following an exploratory research design and by collecting qualitative data from 34 executives employed by public and private sector organisations in Bulgaria, the study finds that the local business environment is composed of a complex mix of various institutionalised pressures and challenges that predispose organisations to adopt a particular approach to CSR, ethical misconduct and CSR-washing. As a result, apart from the significant contributions to the CSR literature related to divergence in the practice, understanding and contextualisation of CSR in non-Western countries, the study also adds depth to the emerging literature on CSR-washing, literature on entrepreneurship, business ethics and the challenges of transition economies. The study also offers important contributions for practitioners and policy makers.

Age

Author: **Verena Bader**; Bundeswehr U. Munich

Author: **Georg Loscher**; Bundeswehr U. Munich

Digital technologies can bring multiple benefits to employees (e.g. autonomy through mobile work) but at the same time they can bring harms to employees (e.g. control and surveillance). In a number of cases where digital technologies are implemented, their outcome and resulting dynamics in practice are unprecedented and not predictable. Strategists in the field of employment relations are facing these tensions in their ongoing negotiations and they are in a meaning-making process of "co-determination 4.0". In this paper, we show how sensegiving strategies play out in contra vocal domains. Based on four case studies on the negotiation practices of HR managers and works councils, we identify enablers and seven strategies by the employer side as well as seven strategies of the works councils leading to two pathways in which the contra vocal strategic actors come to shared understandings of "co-determination 4.0". Our findings extend current research on sensegiving by taking groups with different interests in an organization into account and analyzing sensegiving strategies of groups within the organization. Furthermore, we offer an analysis of the co-determination context in Germany and show how the different actors deal with changes resulting from digitalization. Our findings inform a conceptual framework showing pathways of strategies and their outcomes in the process of dealing with strategic challenges and sensegiving interactions of groups with diverging interests.

view paper (if available)

The Impact of IT-enabled Openness for Effective Strategy-Making

Author: **Alireza Amrollahi**; Macquarie Business School

Author: **Sahar Najafikhah**; U. of Tehran

Author: **Josh Morton**; U. of Leeds

Author: **Hessamoddin Sarooghi**; Butler U.

Despite recent attention on IT-enabled inclusiveness and transparency in organisational strategy-making (so-called 'open strategy'), the effectiveness of these principles has not been empirically studied. The

view paper (if available)

Friends in Need? New Board Ties and Firm Performance After Revelation of Financial Fraud

Author: **Chuljin Park**; UNSW Sydney

Author: **Razvan Lungeanu**; Northeastern U.

This paper investigates how new board ties formed after public disclosure of a firm's financial fraud may affect the firm subsequent stock market performance. Although prior research has highlighted the importance of board ties between firms in generating favorable firm performance outcomes, we argue that the effects of board ties will be different in the context of corporate fraud as fraudulent firms face challenges in capturing the benefits normally associated to board ties in non-fraud contexts. We test the differential performance effects of new board ties by analyzing financial fraud cases identified between 1998 and 2010 and we isolate the impact of new board ties under fraud conditions by using a matched-panel design. The study pays special attention to the type of ties that are created in the aftermath of wrongdoing revelation to show how different types of new board ties formed post-revelation influence fraudulent firms' performance. Our paper contributes to research on social networks by providing evidence that the effect of forming board ties typically considered to be positive for firm performance is in fact dependent upon the context in which such ties are formed. We also contribute to research on firm wrongdoing by exploring how firms can better manage the aftermath of wrongdoing revelation.

view paper (if available)

General Deterrence of Systemic International Misconduct: The Role of Firms' Territoriality Beliefs

Author: **Emmanuelle Reuter**; U. of Neuchatel

Author: **Florian Ueberbacher**; U. of Zurich

Author: **Andreas Georg Scherer**; 13093

For decades, Swiss banks' private wealth management (PWM) business had systemically engaged in organizational misconduct based on jurisdictional arbitrage. Swiss banks complied with Swiss regulations, but persistently transgressed United States (U.S.) law by helping clients evade U.S.

specific impact of using information technologies (IT), in addition to pertinent cultural dimensions of firms, on effective strategy-making remains unexplored. Such research gaps are even more prominent when we consider distinct benefits and drawbacks, which we can consider as being outcomes, of an open strategy approach in the extant literature. This study uses a case-based, macro-level approach to explore this outlined lacuna. Data on different degrees of openness, use of IT in strategy-making, and the existence of an open culture in cases of strategy have been analysed in this study using a set-theoretic approach and fsQCA technique. The findings show that inclusiveness in strategy-making and use of IT have a central role in the effectiveness of strategy in firms. In addition, we find transparency to be a core condition in strategy-making and its absence leads to the likely failure of strategy. The paper discusses these contributions against the existing literature on open strategy and explicates potential implications of the study for both practice and research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

tax liabilities. Our interpretive study explores why the U.S. government's enforcement of U.S. law (the challenger's territoriality, i.e. claims of authority over a certain actor, geographic, and issue scope) against some Swiss banks eventually deterred not only prosecuted banks (specific deterrence) but also observing peers (general deterrence) from violating U.S. law. We identify observers' territoriality beliefs about the scope of the challenger's territory and about their conduct's location within or outside that perceived territory as the critical factor for general deterrence. Such beliefs are shaped by the challenger's, incumbent's scope of territoriality claims, and the level of ambiguity of the challenger's claims. Our study contributes to institutional, regulatory and territoriality scholarship.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

SIM

Corruption (session 804)

What is Corporate Corruption? Defining and Understanding Corruption in Management (WITHDRAWN)

Author: **Armando Castro**; UCL

Author: **Nelson Phillips**; Imperial College London

Corruption – the misuse of formal power for private benefit – limits the development of the countries in which it occurs, is corrosive of well-functioning governments, and all too often results in systematic violations of human rights. Reflecting its importance, much academic attention has focused on understanding corruption. However, the existing academic literature focuses largely on corruption in government. Yet, corporations play a key role in much of the corruption that occurs in society and

SIM

Managerial Obligations and Duties (session 809)

The Courts 'Evaluation' of Directors' Business Judgment

Author: **Terence Hugh McNulty**; U. of Liverpool

Author: **Abigail Stewart**; U. of Liverpool

Author: **Joan Loughrey**; U. of Leeds

Author: **Andrew Keay**; U. of Leeds

Author: **Francis Okanigbuan**; Liverpool John Moores U.

What happens to company directors when they are sued in respect of adverse effects of their judgment? This unique and systematic empirical study of judgment at law about judgment in business combines social and administrative theorizing with legal scholarship to provide new insight into the

are important contexts for corruption themselves; they are also very different from governments and, we argue, deserve focused study and the development of a theory of corporate corruption. Furthermore, management researchers are uniquely positioned to contribute to the development of a theory of corporate corruption and to the invention of solutions to prevent it. In this article, we define and discuss the concept of corporate corruption and examine the current state of research on this important topic.

[view paper \(if available\)](#)

Do Small Businesses Pay More? Firm Size, Informal Payments, and Mitigating Strategies in Africa

Author: **George Acheampong**; U. of Ghana

Author: **John Rand**; U. of Copenhagen

Bribery and corruption remain as one of the most binding constraints that businesses in Africa have to deal with. In this paper, we sort to understand the effect of firm size on demand for and payment of bribes by African firms and the strategies needed to overcome them. We developed and tested a contingent framework. We argued that size represents a selectionist pressure on firms to cede to corrupt demands while strategies (formalization, relational intensity and foreign participation) from the adaptive perspective of the organization are tools to deal with these pressures. We test our framework using data from the World Bank Enterprise Surveys in Africa. We find that the liability of smallness effect exists as the larger a firm gets the fewer bribes in percentage terms it pays out to corrupt public officials. We find also that formalization, relational intensity and foreign participation are significant moderators of this effect. The study makes a contribution by testing a contingent framework that integrates the selectionist and adaptive views of organizing.

[view paper \(if available\)](#)

Anticorruption Efforts and Corporate Fraud

Author: **Na Zou**; Goethe U. Frankfurt

relationship between company director authority and accountability at law. It contrasts entitative and performative approaches to thinking about judgment to research how judges act vis-à-vis the business judgment of directors. Analysis is set in the context of English and Welsh case law, using 130 cases supplemented by interviews with judges and legal practitioners. Study findings reveal directors being held to account for actions which have adverse outcomes, and though each case is unique there are patterns in the action and judgments associated with cases of liability and non-liability. The study thus provides understanding about discretion actually afforded to company directors when faced with a legal challenge to their action and effects. Within a context of concern about director accountability, the research has public, as well as theoretical significance. There are also implications for debating institutional relations between the law and business; arguments for enforcement and reform of directors duties; and education of directors in respect of their role and responsibilities.

[view paper \(if available\)](#)

A Cosmopolitan Theory of International CSR: Re-Defining the Ethical- Social Implication of MNCs

Author: **Kaiyu Shao**; China U. of Political Science and Law

Author: **Maddy Janssens**; KU Leuven

Author: **Michelle Greenwood**; Monash U.

This paper turns to cosmopolitan theory to advance the future direction of research on international CSR. Questioning the field's global-local dichotomy in understanding the international condition of MNCs' CSR, we propose to engage with cosmopolitan theory and its normative-sociological discussion on global connectivity. Building on the normative stance of cosmopolitan as well as its attention on the social conditions in terms of self-other relation and transformation, we develop a domain-specific theory of cosmopolitanism for international CSR, with an application to the ethical-social implication of MNCs' responsible activities. As central to a cosmopolitan theory of international CSR, we put forward 1) a normative-sociological approach to international CSR, 2) understanding international CSR as a transformative effort, 3)

This study examines whether and how anticorruption efforts may mitigate the risk of corporate fraud. Based on a sample of Chinese publicly listed firms over the period of 2008 to 2017, we find that anticorruption efforts reduce the likelihood of fraud commission and increase the likelihood of detection given fraud. These effects are driven by state-owned enterprises and politically connected firms through politician board members. We also find that firms located in regions with well-developed market and legal institutions are less likely to commit fraud in the post anticorruption period. Firms increasing internal monitoring by appointing local independent directors with accounting background help to explain the reduction of fraud in these regions. This study contributes to the literature on corporate wrongdoing and the design of strategies to mitigate the risk of corporate fraud in an emerging economy context.

view paper (if available)

Accounting and Construction of Wage Theft: A Form of Organisational Corruption

Author: **Md Shoaib Ahmed**; U. of Essex

Author: **Danielle Tucker**; U. of Essex

This study examines the role of accounting in the construction of wage theft and its association with organisational corruption. In so doing, we reveal that owners develop skilful accounting practices to steal workers' wages, overtime payments, bonuses, maternity allowance and other benefits legitimate and illegitimate ways which we argue an act of corruption. It appears that wage theft is not an isolated act that is practised by an individual organisation, rather it becomes a norm across a particular sector of an economy. In fact, to secure their wealth and power, owners rationalise, socialise, and institutionalise wage theft across the industry which we argue 'normalisation of organisational corruption'. This study, therefore, argues that wage theft is not only skilful accounting practices but also an act of organisational corruption which is normalised in an emerging economy through secrecy, social and cultural norms, and political power of the owners and their association.

conceptualizing the relation between MNC and host community as a self-other relation, and 4) acknowledging the situatedness of international CSR within time and space. In the discussion, we highlight the value of a cosmopolitan theory of international CSR, advancing reconceptualization of international CSR, MNCs, and globalization.

view paper (if available)

Which Duties of Beneficence Should Agents Fulfill on Behalf of Principals?

Author: **Santiago Mejia**; Fordham U.

Business ethics scholars, especially those who favor shareholder primacy, frequently claim, either that the manager should not fulfill corporate duties of beneficence, or that if she is required to fulfill them she has to do so by going against the interests of shareholders. Establishing some distinctions between structurally different types of duties of beneficence and recognizing the full force of the normative dimension of the principal-agent relationship reveals that this view needs to be qualified. If the manager is conceptualized as the agent of shareholders, then she is not required to fulfill wide duties of charity but she is required to fulfill a wide variety of narrow duties of beneficence. In addition, fulfilling these duties should be seen as aligning with the interest of shareholders, not as going against them.

view paper (if available)

Managerial Discretion in Stakeholder Engagement: A Multi-Level Story of Opportunities and Challenges

Author: **Roman Kurdyukov**; Bentley U.

Author: **Jill Ann Brown**; Bentley U. - College of Business - Management Department

Author: **Cynthia E. Clark**; Bentley U.

Managerial discretion, understood as managers' latitude of strategic actions and latitude of opportunistic objectives, is an oft-used construct in strategy research linking executive decision making to firm actions. However, little research has been

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

done examining how managerial discretion translates into a company's ability to engage with stakeholders for better firm financial and social performance. We contend that this is a multi-level issue: managerial discretion is influenced at the institutional level by the explicit/implicit nature of CSR and at the firm level by organizational stakeholder culture, which then trickle down to the manager's level with implications for stakeholder engagement. We show that high managerial discretion may be beneficial to firms and their stakeholders, but it may also be harmful, depending on the institutional and firm level influences that determine whether the manager will behave opportunistically with an agency orientation, or more stakeholder-oriented, with active stakeholder engagement that is beneficial to the firm.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

Organizing and Sustainability (session 807)

Organisational Silos and Decoupling in Sustainability

Author: **Lucas Amaral Lauriano**; King's College London

Author: **Juliane Reinecke**; King's College London

Author: **Michael Andreas Etter**; King's College London

The decoupling between policies, practices and outcomes have been extensively studied in sustainability. As our comprehension of the phenomenon expands, new explanations for such disconnections emerge. In this article, we introduce the relationship between decoupling and organisational silos, a situation when communication and alignment between parties is minimal. We draw on a qualitative case based on 480 hours of ethnography and 73 semi-structured interviews to understand the implementation of sustainability in a highly siloed organisation. Our findings reveal a vicious cycle between silos and

SIM

Responsibility in Developing Markets and Supply Chains (session 805)

A Typology of Socially Responsible Suppliers

Author: **Simon Oldham**; Department of Management, Royal Holloway

Author: **Laura J. Spence**; Royal Holloway, U. of London

Research on socially responsible supply chains has tended to define suppliers as either responsible or irresponsible. This paper illuminates the varied roles of broadly socially responsible suppliers, particularly small businesses, by seeking to nuance the differences and highlight the heterogeneity of the approaches taken. Distinguishing our approach from extant corporate social responsibility categorisations, a typology is outlined, drawing on Jungian Theory of Extraversion and the strategic capability of smaller firms. The analysis suggests four groupings, each characterised by an idiosyncratic approach to the practice of social responsibility: strategic engager; strategic contemplator; active connector and active reflector.

decoupling that makes it very hard for sustainability to be implemented. The more the sustainability department is isolated in the company, the more disconnected their activities become from their intended outcomes. With widespread decoupling, the reinforcement of departmental walls to keep resources and projects is needed. Thus, even with the recognition of the problem, the organisation trapped in this cycle indefinitely. We contribute to sustainability implementation studies by moving away from instrumental approaches; we show complex reasons for failures that are beyond mere organisational design choices. We contribute to decoupling studies by unpacking the silo-decoupling relationship, proposing an explanation for its emergence and persistence.

[view paper \(if available\)](#)

An Organisational Change Towards Sustainability: A Micro-Foundational Perspective

Author: **Veselina Petrova Stoyanova**; U. of Strathclyde

Author: **Stoyan Petrov Stoyanov**; U. of Bath

This paper aims to contribute to discussions related to organisational change and evolution of sustainability in organizational settings. We explore longitudinally and across levels of analysis how a major financial organisation transforms its capability base to become a more sustainable organisation in the aftermath of the global financial crisis. The study explores the micro-foundational changes, which occur, on micro- meso- and macro-levels of context and over time. The research extends extant literatures pertaining to debates distinguishing between corporate social responsibility (CSR) and sustainability, organizational behaviour and sustainability, and the micro-foundations of capabilities.

[view paper \(if available\)](#)

Organized Emancipation: A Fraserian Analysis of Maisons Familiales Rurales

Author: **Stéphane Pisani**; FSA ULaval (Laval U.)

Author: **Catherine Glee**; U. Jean Moulin Lyon III

Overall, the paper seeks to inject nuance into discussions regarding supplier social responsibility practices, adding to the small business social responsibility literature as well as unifying a number of strands of research relating to supply chain responsibility. The proposed typology offers firm foundations for further empirical and conceptual research in the area.

[view paper \(if available\)](#)

More Than Just a Big Name: Reputation

Development in Emerging Economies

Author: **Erin E. Makarius**; U. of Akron

Author: **Charles Edward Stevens**; Lehigh U.

Author: **Aloysius Marcus Newenham-Kahindi**; U. of Saskatchewan

Recently there has been an increased interest in organizational reputation development, or how formal evaluations of a firm are formed. Much extant research on firm reputation has focused on how reputation is developed and maintained in developed country contexts. Yet, much less is known about how reputation operates in developing economies. Given that reputation is a social evaluation, the social context where these judgments take place is important to consider. The dynamics of reputation development in developing economies is significant because people and firms in these types of markets operate under assumptions and behaviors that are often fundamentally different from those in developed markets. To better understand how firms develop reputations in developing economies, we conducted an in-depth qualitative study in East Africa, a region that is experiencing large increases in foreign investment across a wide variety of industries and product markets. We find that firms are not able to simply 'import' their reputation with them when they enter Africa, and that the dynamics of reputation development in developing economies is more complex.

[view paper \(if available\)](#)

Author: **Luc Pierre Bres**; FSA ULaval (Laval U.)
Author: **Johnny Boghossian**; FSA ULaval (Laval U.)

A growing number of studies in management are conducted in organizations whose missions are the emancipation of underprivileged populations, such as micro-credit organizations, work integration social enterprises, or organizations providing support to migrants. Early insights from these studies reveal that emancipatory organizations are unconventional organizations employing distinct mechanisms to pursue their social missions. However, much of this research focuses not on the emancipation per se, but on other challenges specific to these organizations, for example, due to their hybridity. In this paper, we investigate organized emancipation, i.e. the process of emancipation orchestrated within dedicated organizations. First, we integrate the theory of social justice of Nancy Fraser with operational categories of analysis from Organization Theory (OT) to develop a theoretical framework for the study of organized emancipation. Second, we apply this framework to a network of successful emancipatory organizations: Maisons familiales rurales (MFR). For more than 80 years, MFRs have been successfully delivering professional education to underprivileged youth in rural, historically economically challenged areas of France, and more recently to underprivileged youth in some urban areas. Our qualitative study relies on 70 interviews and 200+ archival documents. We map out the challenges, mechanisms, tensions and synergies of organized emancipation.

view paper (if available)

Integrating Social Innovation into Business Strategy

Author: **Talita Rosolen**; U. of Sao Paulo (FEA/USP)
Author: **Graziella Comini**; U. of Sao Paulo (FEA/USP)

This study draws from the discussion about the role and potential of corporations in contributing to new solutions that positively impact society. Our purpose is to analyze how large companies incorporate social innovation into their business strategy. In order to explore different perspectives on the context and practices of corporate social innovation, this

Economic and Social Upgrading in an Industrial Cluster in GVCs

Author: **Weimu You**; Brunel Business School
Author: **Yuan Virtanen**; Aalto U. School of Business

In this study, we carry out an exploratory, in-depth case study on the economic and social upgrading in the Xiantao nonwoven fabric industrial cluster in China. By grounding our research in the lenses of global value chain (GVC) analysis and industrial cluster from a multi-stakeholder perspective, we identify the roles played by various stakeholders in the cluster in facilitating both economic and social upgrading. GVC analysis and industrial cluster provide the angles of both horizontal and vertical perspectives: horizontally we identify the local institutional factors and governance mechanisms that influence various stakeholders in the industrial cluster, and vertically we focus on the roles played by global lead firms in the global value chains.

view paper (if available)

Let's Clean Up and Bring Some Order Here! Moral Regulation of Markets in Yaoundé, Cameroon

Author: **Aurélie Toivonen**; U. of Tampere
Author: **Ignasi Lanuza Martí**; ESADE Business School-Ramon Llull U.

This study examines activities and processes through which projects of moral regulation are implemented, as well as, lived, transformed, and resisted by their targeted actors. Our ethnographic study focusses on the discourses and practices on civism and hygiene in the rehabilitation of marketplaces in Yaoundé, Cameroon between 2004 and 2016. Our analysis shows how a moralising process consisting in problematizing the conduct of market vendors and defining new norms of appropriateness saw the emergence of three moral sub-categories of actors: the good vendor, the subversive vendor and the bad vendor. Through an interactive approach, we highlight the recursive aspects of the process of moral regulation to show how moral orders emerge from social interactions

view paper (if available)

qualitative research was designed in two phases: first consulting with specialists on the topic, and then gathering information from corporations recognized by their innovative and socially responsible approach. The findings suggest that companies perceive to be part of a wider social innovation ecosystem and seek to understand their role within it. Five different levels of incorporating social innovation into the business strategy were noted, from more peripheral initiatives, in which the company mainly invests financial resources, to initiatives intrinsically linked to its essential activities, using business intelligence for developing new solutions to society's problems. Several critical factors that facilitate or hinder social innovation have been raised, being the importance of high leadership engagement and well-established sustainability commitments and structure the common factors in cases where there has been a greater degree of incorporation into the business strategy. We expect to provide insights for deeper reflections on the role and potential of corporations, not only in mitigating the negative externalities of their business, but also as propellers of additional positive impacts on society.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

SIM Topics (session 811)

Managing Cancer in Contemporary Workforces

Author: **Jen Remnant**; Edinburgh Business School

This exploratory paper extends debates usually reserved for social welfare and health provision to a new domain by exploring how deservingness features in line manager-employee interactions in the context of an employee diagnosis cancer. It draws on narrative interview data from people with cancer in the UK who were employed when diagnosed and line managers with experience of managing an employee with cancer. Semi-structured interviews were conducted with members of

ASYNCHRONOUS

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

Social and Immigrant Entrepreneurship (session 810)

Social Entrepreneurship Through a Complexity Theory Lens: An Inquiry into Generative Leadership

Author: **Luc Glasbeek**; Vrije U. Amsterdam

In this qualitative paper, we contend that the extant social entrepreneurship literature tends to depict individuals in leadership roles as personally attributable to organizational successes. This portrayal resonates with the view of commercial entrepreneurs as independent heroes. However, our empirical material from Greece—a country in

occupational health and human resources staff and staff from a UK cancer support charity. Post-diagnosis support for employees with cancer was negotiated in subjective, individualised ways, drawing on their pre-diagnosis workplace contribution as well as the perceived deservingness of cancer as an illness. Despite the outcomes of these negotiations sometimes benefiting individual employees, support offered on grounds of deservingness did little to address structural issues of workplace accessibility and undermined employee entitlements. Managerial support for employees with cancer defaulted to dated stereotypes of disability and ill-health regarding genuineness and/or deservingness that did not reflect current equality, diversity and inclusion agendas. Pervasive and unhelpful notions of deservingness in the context of ill-health and disability have distinct and worrying implications for ageing workforces, particularly across the global north. This paper offers recommendations for research to address them.

[view paper \(if available\)](#)

Coping with the Inclusiveness-Efficiency Paradox in Cross-Sector Partnerships

Author: **Leona Henry**; Tilburg U.

Author: **Andreas Rasche**; Copenhagen Business School

Author: **Guido Moellering**; U. of Witten/Herdecke

This paper discusses how cross-sector partnerships (CSPs) for sustainability manage the paradoxical tension between stakeholder inclusiveness and administrative efficiency. Drawing on evidence from a case study of a CSP focused on urban sustainability, we show how the inclusiveness-efficiency paradox unfolded throughout the studied collaboration. We uncover three practices of paradox management that occurred, “customized inviting” (during the formation phase), “sequential including” (during the preparation phase), and “tailored instructing” (during the implementation phase) and theorize these practices as instances of boundary work. Based on these findings, we argue that: (1) practices of boundary work provide a powerful response to paradoxes in CSPs and (2) that there is a reciprocal relationship between paradox

chaos, facing prolonged economic, political, and social turmoil during our involvement—prompts us to rethink such perspectives. We subsequently develop the concept of “generative leadership” to explain our findings. We find that generative leaders are influencers who contribute to their organization’s development by creating conditions through which new ideas and approaches emerge, rather than engaging in top-down interventionism in a controlled fashion. In our inquiry, we use complexity theory as a foundational frame of reference. We argue that this system of ideas is suitable for studying social entrepreneurship in chaotic environments such as Greece. This paper makes two key contributions to the academic debate. First, we enhance the scholarly understanding of social entrepreneurship by conceptualizing generative leadership as an outward-looking rather than self-referential way of working. Second, we respond to calls to interpret longitudinal empirical data on social entrepreneurship through complexity theory, thereby complementing mainly theoretical work in this area.

[view paper \(if available\)](#)

Social Entrepreneurship: A Systematic Scoping Review and Prospects for a Postmodern Turn

Author: **Luc Glasbeek**; Vrije U. Amsterdam

In this systematic scoping review, first, we critically evaluate how scholars define and apply social entrepreneurship as an organizational concept. Drawing on arguments from the philosophy of science, we posit that academic definitions of social entrepreneurship are often problematic and theoretically deficient, for instance, when they are tautological. In response, we propose a principled approach based on a “theory of definition” (Suppes, 1957) for articulating alternative definitions of social entrepreneurship. Second, we appraise the theoretical devices that scholars use to interpret social entrepreneurship. We find that scholars repeatedly remain silent regarding their choice criteria, underlying assumptions, and added value of theoretical lenses. Finally, third, we outline future research avenues by advocating a postmodern perspective that facilitates multidisciplinary social

and boundary work practices, providing illustration of how this relationship unfolded over time.

[view paper \(if available\)](#)

How Strategic Management Shed Business Policy's Sense of Social Responsibility in the 1980s

Author: **Gaston De Los Reyes**; George Washington U.

A staple of the business curriculum for nearly forty years, Michael Porter's five forces framework answered the needs of, and quickly epitomized, a fledgling discipline, Strategic Management, with a Harvard-backed framework that aligned with the Chicago School's dismissal of social responsibility. I show that the successful positioning of the five forces as an extension of the Harvard Business Policy tradition derived from Kenneth Andrews's decision to introduce the concept of strategy with a structured framework that separated social responsibility from the analytical search for "economic strategy." Ironically, the effort to boost social responsibility hastened its marginalization in the core curriculum.

[view paper \(if available\)](#)

Fine-Tuning the Expectations of Business Simulation Technology Through the Lens of Counterfactuals

Author: **Marian Eabrasu**; European Business School Paris

Great technological leaps in computation capacity and machine autonomy have increased the business community's expectations of simulators. While setting aside the technical issues that might limit or unleash new functions of simulators, this article looks into the philosophical analysis of counterfactuals for arguing that the expectations from technology are over-optimistic, while the role of theory is underestimated. To do so, it highlights three key discussions (transworld identity, modal realism, and predicting counterfactuals) and shows that they lead to a tripartite distinction of simulations based on their objectives: training,

entrepreneurship studies. We argue that this perspective can potentially extend research on social entrepreneurship by promoting different ontological and epistemological positions and thereby better acknowledge the multifaceted array of organizational and management theories. This is important, as it allows for shifting scholarly attention away from attempting to capture the core meaning of social entrepreneurship in a single but theoretically narrow definition. We argue that our approach provides a more inclusive entry point for the study of social entrepreneurship that better captures its richness and plurality in scope, meaning, and purpose.

[view paper \(if available\)](#)

Becoming a Group: A Social Identity Formation Approach to Social Entrepreneurship

Author: **Franziska Schwarzer**; EBS U. für Wirtschaft und Recht

Our understanding of the processes that lead to the formation and change of social identities especially in smaller groups has become broader in the past 15 years. However, our knowledge of how larger-scale groups with weakly defined ingroup-outgroup boundaries initially develop, negotiate and re-negotiate their social identity still remains limited. This study investigates this via the case of social entrepreneurs in Germany – a group that is still in the formation process. In order to investigate their social identity formation process, we draw on extensive documental data, covering a period of 20 years, 15 months of observational data as well as on interview data. We develop grounded theory and a process model depicting the dialectic nature of inductive and deductive processes of social identity formation initiated by individuals as well as by superordinate group categories which in combination lead to iterative changes in group boundary perceptions. More concretely, we elaborate on five phases of social identity formation: genesis, initial expansion, expansion & intrusion, diminution & connivance, and expansion & re-intrusion. Our study adds to the growing research on social identity formation processes as well as to research in the field of social entrepreneurship and highlights how the group as an entity, supporting

assisting, and forecasting. The point of applying counterfactual analysis to business simulations is to lay out a series of theoretical limitations related to each of these three types of simulators, that the technological advances (no matter how sophisticated they might be) cannot overcome. These limitations should further contribute to adjusting practitioners' expectations. While this article confines its analysis to showcasing the conceptual challenges that different types of business simulations face, it also calls for a more in-depth study of the methodological and practical precautions to be taken in using them.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

organizations and individuals contribute to the formation of this new social group over time.

[view paper \(if available\)](#)

Non-Liability of "Foreignness": Theorizing Immigrant Entrepreneurs in the Practice of Bricolage

Author: **Eliada Griffin-El**; Robert Morris U.

Author: **Joy Olabisi**; Rochester Institute of Technology

Applying Bourdieu's theory of practice, we theorize the non-traditional resource mobilization of immigrant entrepreneurs within the adversarial social and institutional context of their country of residence. Through a rigorous analysis of eight cases of immigrant entrepreneurs and their South African-based enterprises, our findings suggest that the habitus of immigrant entrepreneurs is a unique resource in that it represents an internalization of both cognitive and adaptive dispositions. Cognitive dispositions refer to their home-based frameworks through which their cognitive disposition is formed to interpret existing resources in novel ways. Adaptive dispositions refer to their ability to adjust and be responsive to the pressures of a new environment due to biases that perceive foreigners to be a liability. We posit that the habitus of immigrant entrepreneurship is that which embodies and applies both dispositions within even discriminatory environments in order to mobilize or construct resources via non-traditional means through local social capital. We conceptually extend this formulation to depict the practice of bricolage by immigrant entrepreneurs in an adversarial host country social field.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

ENT

OMT

Broadening our Sight: Re-Imagining

STR

Corporate Political Strategy in Context (session 817)

Organizational Theories, Practices & Pedagogies (session 822)

Many arguments have been proposed in favor of organizational theorists broadening their sights — that it “creates synergies, increased value-added, and positive results for individuals, organizations, society, and the field of management and organizations” (source: <http://aom.org/annualmeeting>). Yet, as foundational frameworks on managerial agency (behavioral, evolutionary, sensemaking) indicate, the cognitive, affective, and institutional barriers for broadening our sight are profound. Effectively, theorists—just as managers— focus on local opportunities; and, as a consequence, organizational theories, practices, and pedagogies often fall short of addressing societal grand challenges. The proposed symposium showcases contemporary efforts in strategic management and entrepreneurship to address some of these concerns. The symposium features presentations by five scholars [Gino Cattani, Todd Zenger, Saras Sarasvathy, Richard Whittington, and Shubha Patvardhan] focused on broadening the sight on topics core to organizational theories, practices, and pedagogies— innovation, value creation, strategic agency, entrepreneurial education, and corporate oversight. Drawing on extensive conceptual and empirical work on innovators, entrepreneurs, and strategy practitioners, the panelists offer a revised understanding of (i) how innovators evaluate investment in a resource—not only on the basis of its “real option” value but, more importantly, its “shadow option” value [Gino Cattani] (ii) how economic actors operate —not just as “computers” “processing information”; but as “scientists” engaged in “theorizing” [Todd Zenger]; (iii) how strategic agency should be portrayed and practices—not just as oriented to “adapt” to the environment and “boundedly rational;” but as also oriented to “shape” the environment, and capable of “creative rationality” [Shubha Patvardhan]; (iii) how entrepreneurship education should be imparted—as a “method” a la the scientific method to “all”, rather than as an “outcome” of policy focused on “unicorns” [Saras Sarasvathy]; (iv) how corporate oversight can be most effectively accomplished — not just via traditional, “regulatory” mechanisms, but more through “normative” means [Richard

We Fly Congress: Market Actions as Corporate Political Activity in the U.S. Airline Industry

Author: **Min-Seok Pang**; Fox School of Business, Temple U.

Author: **Russell James Funk**; U. of Minnesota

Author: **Daniel Hirschman**; Brown U.

The literature on corporate political activity (CPA) generally views nonmarket actions aimed at influencing political actors (e.g., lobbying or campaign contributions) as related but separate activities from market actions. This study demonstrates how firms’ core market actions (e.g., market entry or geographic expansion) can function as CPA. We theorize two mechanisms through which firms leverage market actions as CPA—“pork” and “perk.” We document these mechanisms through an empirical analysis of data from the U.S. airline industry in 1990-2019. Specifically, we find that airlines increase the supply of flights from airports in the home district of the Chair of the Transportation Committee in the U.S. House of Representatives (pork). In addition, such an increase in flight supplies is negatively associated with formal policy changes in Congress. We also find that the airlines increase the supply of flights to Washington, D.C. from the home district of the Speaker of the House and the home state of the Senate Majority Leader (perk). We contribute to the literature on CPA by demonstrating a blurred boundary between market and nonmarket actions, which may help explain firms’ competitive actions that cannot be explained by market considerations alone.

[view paper \(if available\)](#)

The Trinity of Power: The State, Corporations, and Stakeholders in the World of Politics

Author: **Anna Eileen McKean**; Northwestern U.

As political polarization is increasing and societal norms are challenged, opportunities for corporate political activity are expanding. The areas of stakeholder theory, non-market strategy, and political sociology provide background of traditional avenues for this activity, but recent contributions also explore the changing dynamic of what it means

Whittington].

Technologies as Shadow Options

Gino Cattani; New York U.

Re-imagining Entrepreneurship Education: Lessons from Effectuation Research

Saras Sarasvathy; U. of Virginia

A Theory-Based View of Entrepreneurship and Resource Formation

Todd Zenger; U. of Utah, David Eccles School of Business

Oversight: The Grand Challenge of Corporate Control

Richard Whittington; U. of Oxford

Creative Rationality

Shubha Patvardhan; U. of Delaware

Asynchronous

TEACHING

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

for an organization to be politically involved. This review examines these three areas of literature in order to dissect the avenues of political influence – both traditional and emerging – and the motivations which drive it. The gaps between these areas of literature and directions of future research are discussed.

[view paper \(if available\)](#)

The Value of Political Geography: Evidence from the Redistricting of Firms

Author: **Joaquin Artes**; U. Complutense de Madrid

Author: **Brian Kelleher Richter**; U. of Texas at Austin

Author: **Jeffrey Timmons**; New York U. Abu Dhabi

We demonstrate that political geography has value to firms. We do so by exploiting shocks to political maps that occur around redistricting cycles in the United States. These keep some firms in Congressional districts that are largely unchanged at one extreme and reassign other firms to entirely new sets of constituents at the other extreme. Our main finding is that firms suffer from being reassigned into districts that are competitive across parties relative to safer districts. The effects are not trivial in magnitude. Moreover, they do not depend on whether firm retain the same politician or actively make campaign contributions.

[view paper \(if available\)](#)

Contextualizing Political Strategies

Author: **Maria Andrea De Villa**; U. EAFIT

We examine firms' selection of political strategies. Building on institutional theory, we develop a conceptual understanding of how firms select particular political strategies depending on the institutional and political quality of the contexts of countries. Specifically, we propose that in contexts with high institutional and political quality, firms are more likely to select the engaged political strategies of information, constituency-building, or financial incentive, traditionally discussed in the literature. In contrast, in contexts with low institutional and political quality, firms are more likely to use either

bribery and state capture, or the non-engaged political strategies of low visibility, rapid compliance, reconfiguration, and anticipation. Moreover, in contexts with high institutional but low political quality, firms are more likely to select the information strategy. Finally, in contexts with low institutional but high political quality, firms are more likely to use either the information and constituency-building strategies, or bribery and state capture. By focusing on the contexts of countries, our model goes beyond traditional attention to engaged and legal political strategies, incorporating not only non-engaged but also illegal strategies among the options available to firms. We contribute to political strategies and institutional research by offering a contextualization of the selection of political strategies.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Creating and Capturing Value in Platform-Based Markets (session 814)

Digital Platform Strategies: Strategic Trade-Offs in Multi-Sided Markets

Author: **Marvin Hanisch**; U. of Groningen

Research on digital platforms has proliferated in recent years. While some studies have started to analyze the strategies of digital platform firms, we still have an incomplete understanding of the strategic trade-offs digital platforms face. Part of the reason is that conventional strategic trade-offs such as cost vs. quality leadership, first mover vs. follower advantage, and make vs. buy decisions are often inapplicable to platform providers because complementors typically control the majority of platform services (including their quality and cost), network effects punish late entry, and the market-hierarchy duopoly does not exist for firms that create their own markets. In response to these paradigmatic shifts, we introduce a conceptual

STR

Firm-Stakeholder Interaction in the M&A Process (session 819)

Shareholder Activism, M&A Completion, and the Long-Term Effect of Agency Violations on Performance

Author: **Thomas Lindner**; WU Vienna

Author: **Jakob Müllner**; WU Vienna U. of Economics and Business

Author: **Harald Pühr**; WU Vienna

Research on agency theory provides explanation and evidence of shareholder value destruction through M&A activity. We extend this research by looking beyond agents' M&A activity to agents' probability to withdraw from contested acquisitions. Specifically, we theorize on and model the effectiveness of different channels of post-announcement shareholder activism (e.g. stock sell-off & abnormal returns, board activism and shareholder protection) in the first stage. In a second stage of analysis, we assess the long-term performance effects of agents violating

framework based on the idea that digital platforms face a fundamental trade-off between diffusion and differentiation. We then translate this idea to the multi-sided context of digital platforms and discuss the implications of the diffusion-differentiation trade-off for a platform's supply, demand, and rival sides. We also elaborate on two factors that influence platforms' positioning regarding this trade-off: resource availability and timing of market entry. Our paper contributes to the emerging scholarship on digital platforms by introducing a multi-sided generic strategy framework and typology for the analysis of platform firms' strategic positioning.

[view paper \(if available\)](#)

The Effect of Micro Entrants on Generalists' Performance

Author: **Rosario Silva Froján**; IE Business School

Author: **Oksana Gerwe**; Brunel Business School

Author: **Gideon D. Markman**; Colorado State U.

Resource partitioning theory and market entry research provide tremendous clarity on specialists, generalists and entrant-incumbent dynamics, but such scholarship overlooks micro enterprises—a distinct strategic group of firms who are very small in terms of scale, scope, and/or capability yet they are often seen as specialists. This is a serious oversight because unlike specialists who erode incumbent positions one at a time, micro entrants not only act differently, they often ride on top of multisided platforms (e.g., Airbnb, Uber, Etsy, Facebook, etc.) and gain market access almost overnight. In addition, while extant research focuses on adversarial entrant- incumbent relations, our study redirects attention to why and how the entry of micro enterprises augment the performance of generalists. Using panel data on entrants who provide dwelling capacity via the Airbnb platform from 2010 to 2015, we show that micro entrants enhance the performance of large incumbents (i.e., four-star hotels). We also find that an influx of micro entrants has even a stronger positive effect on generalists' performance when the generalists' market is more concentrated, and the activity of the multisided platforms is regulated. All in all, we show that when resource partitioning theory recognizes micro enterprises it provides new and greater clarity

shareholders' interests by completing contested deals. Using a sample of 10,770 international and cross-border acquisitions, we find that, on average post- announcement stock-selloffs, board activism and shareholder protection laws decrease the probability of acquisition completion. In the long-term, agents announcing better deals and avoiding violations of agency by completing contested deals create more long- term shareholder value.

[view paper \(if available\)](#)

Left at The Altar: How Do Firms Explain M&A Terminations?

Author: **Zhe Xing**; Santa Clara U.

Although a growing body of literature has begun to examine the drivers and consequences of M&A terminations, we still know little about how firms strategically manage to influence stock market reaction to these terminations. Aiming to fill this gap, this paper draws insights from attribution theory to examine whether investors react differently to firms' heterogeneous attributions on deal terminations. Results suggest that while stock market reactions to deal terminations are negatively associated with its reactions to the initial announcements of the deals, these reactions may be softened by acquirers when they attribute the termination to external and uncontrollable factors. This paper thus contributes to the literature on M&A by suggesting that firms could use various types of attributions to strategically manage audience reactions.

[view paper \(if available\)](#)

Time is Money! Exploring the Determinants of the Time to Complete an Acquisition.

Author: **Andrew Garofolo**; U. of Colorado, Boulder

Author: **Jeffrey J. Reuer**; U. of Colorado, Boulder

Author: **Ashton Lewis Hawk**; U. of Colorado, Boulder

Following the announcement of an acquisition, target and acquiring firms enter into a closing period of integration planning, additional due

on entrant-incumbent relations.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

diligence, and renegotiations. This study builds off of strategy literature on completing M&A deals by investigating the determinants of the time to complete an acquisition. Our premise is that acquiring firms face conflicting time incentives during the completion process. Synergistic motivations and competitive pressures suggest that firms need to execute an acquisition quickly, or be subject to potential profit losses and losing the target firm in the competitive bidding process. On the other hand, there are significant resource requirements to moving quickly in the closing process as explained using the theory of time compression diseconomies. We expect that increasing complexity of the acquisition and dividing acquirer resources between multiple concurrent acquisitions will increase the time to complete an acquisition. Additionally, we expect the presence of an anti-competitive lockup clause will diminish the preemption incentive to quickly execute the acquisition. We find empirical support using data from the biotechnology and pharmaceutical industries.

[view paper \(if available\)](#)

Disclosure Regulation & Competition from MNCs: Evidence from Canadian Oil Investment (WITHDRAWN)

Author: **Robert J. Weiner**; George Washington U.

What is the role of the information environment in foreign investment? Do foreign multinationals gain from host-country transparency regulation? This paper explores the informational aspects of liability of foreignness, taking advantage of a natural experiment in the petroleum industry. Canadian securities regulations since 2004 mandate that oil and gas companies include the estimated size and value of underground reserves in their financial reporting. Using gas and oil field acquisition data, the paper examines whether this change affects the asset valuations of reserve acquirers, and whether the valuation effect is different between foreign and domestic firms. Analysis of 2299 oil reserve deals finds that greater transparency has a positive effect on valuation, and the effect is stronger for domestic investment than for FDI, suggesting that domestic firms gained in competition with foreign MNCs for

STR

Knowledge Sharing and Learning in Alliances (session 813)

Strategic Alliances and Inventor Mobility - Evidence from US Pharmaceutical Industry

Author: **Victor Cui**; U. of Manitoba
Author: **Jang Woo Kim**; Bocconi U.

Attention on the same domain (e.g. industry, technology) often leads intensive competition between the firms; and such an attention also increases the likelihood of alliance formation, too. Particularly, in learning alliances, those 'competitors turned collaborators' often have a tension between to collaborate more to create new knowledge and compete within the alliance to misappropriate each other's knowledge. While sustaining collaboration with good faith and trust would help to generate more technological innovation, poaching of the partner's corporate scientists is often a result of such an effort of knowledge misappropriation. While the non-poaching mobility is held stable, within-alliance competition increases poaching as the returns from learning-by-hiring exceeds those from the learning alliance. Integrating datasets of R&D alliances, corporate scientist mobility, and product market competition in the U.S. pharmaceutical industry from 1985 to 2008, we found that a firm's competitive aggressiveness toward its alliance partner in the pre-alliance period positively affected the number of corporate scientists it poaches from its partner during the post-alliance period. This main effect is negatively moderated by the geographical and technological proximities between the paired partner firms and positively moderated by the firm specificity of the partner's knowledge base.

supply sources. The paper draws on economic theories of adverse selection and knowledge perspectives on economic geography to explain its findings.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Managing Multiple Business Models (session 812)

Business Model Portfolio Configurations and Firm Performance (WITHDRAWN)

Author: **Phillipp Buss**; WU Vienna
Author: **Nina Hampl**; Alpen-Adria U. Klagenfurt, Austria
Author: **Werner Helmut Hoffmann**; WU Vienna U. of Economics and Business
Author: **Florian Smeritschnig**; WU Vienna U. of Economics and Business

We study the impact on performance when incumbents operate multiple business models in a business model portfolio. Drawing upon data from the global airline industry we conduct QCA analysis and document conflicts as well as complementarities between distinct business models over time. Our results suggest that aligning monetization mechanisms across business models can actually mitigate classic stuck-in-the-middle dilemmas that occur when a firm operates a price leader and differentiated business model at the same time. In contrast to conventional views we also find that sharing resources across a firm's business models does not unlock synergies per se but may actually lead to negative performance consequences. We match our findings to settings in other industries and discuss theoretical and managerial implications for business model innovation and diversification of business model portfolios

[view paper \(if available\)](#)

view paper (if available)

Burying the Hatchet? How Competition Affects the Performance Benefits of Diversity

Author: **Giada Di Stefano**; Bocconi U.

Author: **Elena Novelli**; Cass Business School, City, U. of London

Author: **Martin Hetu**; HEC Paris

The performance of a work group is positively affected by diversity resting on skill- and information-based differences. However, what happens when competition creeps in, and group members start worrying about sharing knowledge with each other? In this paper, we engage in a field study of a selection process where, at regular intervals of time, candidates are forced to work together in randomly formed groups. We analyze data on all cohorts who have gone through the selection process between July 2015 and September 2017, and observe what happens as candidates of each cohort get closer to the end of the selection process. To better isolate the effect of competition, we designed and conducted a field experiment with participants of the September 2018 cohort, where we manipulate their perceived level of competition. We show that when competition intensifies the benefits of working in groups where members are expert in different knowledge domains dissipate. On the contrary, the potential disadvantage originating from working with a mix of highly- and badly-skilled individuals is offset when competition kicks in. We explain both effects through a learning mechanism, centered around the idea that competitive pressures can either stimulate or hamper knowledge sharing. In the future, we intend to provide some evidence in support of such intuition by means of an online experiment where we could measure the moderating effect of competition on the propensity of individuals to share knowledge within diverse groups.

view paper (if available)

Inter-firm learning: Learning Opportunities in R&D Alliances, and Learning Capacities of the Firms

Author: **Mohammad Nasir Nasiri**; Amsterdam

Parallel Experimentation as an Entrepreneurial Strategy: Evidence from Finnish Microdata

Author: **Liinus Hietaniemi**; London Business School

Author: **Aleksandra Joanna Kacperczyk**; -

Author: **Juhana Peltonen**; Hanken School of Economics

Our study examines how experimenting with multiple businesses simultaneously can drive startup performance. We hypothesize that entrepreneurs who experiment with multiple businesses simultaneously face two interrelated tradeoffs: firstly, experimentation allows these so-called portfolio entrepreneurs to generate more innovative startups, but at the same time, the startups are more resource-constrained than those of their peers. Secondly, the startups of portfolio entrepreneurs underperform in the short run but, given the benefits of experimentation and selection, outperform their peers in the long run. To test our hypotheses, we use linked employer-employee data for Finnish entrepreneurs between 1995 and 2015. Our findings support our hypotheses and, as such, provide new insight into the drivers of entrepreneurial startup performance.

view paper (if available)

Customer Complementarity in the Digital space: Exploring Amazon's Business Model Diversification

Author: **Stefan Haefliger**; Cass Business School, City U. London

Author: **Francesca Hueller**; Cass Business School, City U. London

Author: **Danielle Reza**; Samsung

In spite of the striking evidence that many firms run multiple business models, scholars and practitioners still lack a comprehensive understanding about business model portfolio dynamics, particularly when this happens in the digital space. Prior research on business model diversification tends to focus on supply-side complementarities, such as a firm's synergies among resources and capabilities. Yet, the demand-side with its customer complementarities remains theoretically and empirically unexplored, despite offering interesting opportunities for firms' competitive advantage. By developing a qualitative, longitudinal (1995 – 2018)

Business School, U. of Amsterdam

Author: **Zi-Lin He**; Tilburg U.

Author: **Geert Duysters**; Tilburg U.

Received research has focused on knowledge domain distance to conceptualize the cognitive distance in inter-firm learning. In this research, we revisit this approach. We conceptualize the cognitive distance based on two dimensions: knowledge domain distance and knowledge architecture distance, and theorize the association of each dimension with firm learning in alliances. We test our theory on a sample of 278 dyadic R&D alliances in the semiconductor industry. We use content analysis to identify the technological scope of each alliance to minimize the noise in the operationalization of cognitive distance dimensions. Our findings show while knowledge architecture distance has an inverted-U shape association, knowledge domain distance has a negative association with firm learning.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

analysis of the various business models employed by Amazon.com, we identify and map how customer complementarities—network effects and one-stop shop effects—can support firm growth and competitive advantage, particularly in the digital space. We identify what we term the ‘integrative business model,’ defined as the business model in a portfolio exhibiting the most (and predominantly positive) customer complementarities with other business models. We propose mechanisms for the integrative business model to contribute to sustainable competitive advantage via a causal loop diagram and discuss implications for theory and practice.

[view paper \(if available\)](#)

Toward a Knowledge-Based View of the Business Model: Ontology, Architecture, and Dynamics

Author: **Guannan Qu**; Tsinghua U. School of Economics and Management

Author: **Luyao Wang**; Tsinghua U. School of Economics and Management

Drawing on a knowledge-based view (KBV), this study investigates the ontology of the concept of the business model (BM) and builds an integrated framework in which to explore its architecture and dynamics. In this framework, a BM can be viewed as a structured knowledge cluster which contains both explicit and implicit parts. The architecture of a BM consists of three levels: components, sub-cluster business themes and the overall BM. Based on this, the design and imitation of BMs is conceptualized as a dynamic process of (implicit and explicit) knowledge creation and cross-boundary diffusion. The proposed framework could provide managers with a deeper understanding of the ontology and structure of BMs, assist in the design of business-related knowledge components and valuable linkages regarding its hierarchy, and help new entrants to successfully and effectively learn a well-established BM “archetype”. This study conceptualizes business models at a more fundamental level and the implicit part of BMs is explored and its importance in BM design and imitation is discussed.

STR

Performance Feedback, M&A, and Divestiture (session 821)

Influences of Performance Close to and Far from Aspiration on Business and Geographic Divestitures

Author: **Elizabeth Lim**; Georgia State U.

Combining resource-based view and the behavioral theory of the firm, we examine influences of performance close to and far from aspirations in both negative and positive attainment discrepancies on the extent to which firms reconfigure resources through corporate-level business and geographic divestitures. We predict firm performance deteriorations below aspirations will increase exits from businesses and geographies to fix performance problems up to a point after which this relationship tapers off due to threat-rigidity response. Firms whose performance increases above aspirations will increase business divestitures but decrease geographic divestitures to enhance growth and profitability up to a point after which this relationship tapers off because strong performance induces riskier goals. Results supported the curvilinear main effects.

[view paper \(if available\)](#)

Performance Feedback and the Formation of Real Options in Cross-Border Mergers and Acquisitions

Author: **Hyewon Ma**; U. of Illinois at Urbana-Champaign

Building on the behavioral theory of the firm, this study examines how the behavioral motivation of multinational corporations influences the creation of real options in the cross-border mergers and acquisitions context. By delineating the benefits and costs of real options, I argue that relative weights on the benefits and the costs of creating a real option are differentiated by the risk-taking propensity of

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

STR

Relatedness and Corporate Diversification (session 818)

Corporate Headquarters and a Tradeoff in Diversification Strategy

Author: **Tatsuo Ushijima**; Keio U. Japan

Author: **Ryo Ogawa**; Chiba U. of Commerce

Author: **Hideaki Miyajima**; Waseda U.

The roles of structure in corporate strategy are a central issue of strategic management. However, systematic evidence on this topic is seriously lacking. Based on a panel of Japanese firms, we contribute to filling the void by studying the causes and consequences of the variation of headquarters' size across firms. Consistent with the view that firms enlarge headquarters to profit from operating synergy based on inter-divisional resource sharing, we find that firms with higher R&D and advertising intensities and firms with a more related business portfolio have larger headquarters. However, the size of headquarters is inversely associated with internal capital market efficiency, suggesting that large headquarters handicap firms in profiting from financial synergy. These results lend credence to the notion that firms cannot be ambidextrous in profiting from diversification because of distinct structures required for operating and financial synergies.

[view paper \(if available\)](#)

Why do Chinese MNEs Acquire Unrelated Foreign Businesses?

Author: **Xinwei Shi**; Tsinghua U.

Author: **Dylan Sutherland**; Durham U.

Author: **Chris Williams**; Durham U. Business School

Unrelated product diversification via cross-border M&A appears comparatively common in Chinese

the acquirors. Hence, I theorize about how equity participation of cross-border mergers and acquisitions is decided by acquirors' performance feedback and slack resources. The hypotheses developed in this study are empirically examined using 4,942 cross-border acquisitions observations across 101 target and 67 acquiror countries for the time period of 1995 to 2018. The results of empirical analyses corroborate the relationship between performance feedback and real options' formation and its interaction effects with slack resources.

[view paper \(if available\)](#)

A Dual-Self Theory of Strategic Decision Making (WITHDRAWN)

Author: **Veronica Roberta Cappelli**; HEC Paris

Author: **Cedric Gutierrez**; Bocconi U.

Author: **Rahul Anand**; HEC Paris

This paper builds on the behavioral theory of the firm tradition and proposes a novel modeling solution for decision making under uncertainty, when reference points matter. We use insights from dual-process theory to relax some of the constraints that are set by both the behavioral theory of the firm and prospect theory upon the way in which reference points shape risk taking, while preserving some of their desirable properties, such as the consideration of multiple reference points and resource-dependent risk attitudes. In order to study the empirical validity of our modeling strategy, we apply it to the decision of a firm to divest an asset. Using records on divestments of publicly listed firms in the European Union between 2001 and 2015 we find that our model provides a good fit for the pattern of divestitures observed in our data.

[view paper \(if available\)](#)

The Diagnostic and Anchoring Effects of Internal and External References in M&A Premium Decisions

Author: **Shavin Malhotra**; U. of Waterloo

Author: **Pengcheng Zhu**; U. of San Diego

Author: **Taco Reus**; Erasmus U. Rotterdam

Author: **Dan Schley**; Erasmus U. Rotterdam

Managers involved in acquisition premium decisions

MNEs. This phenomenon has not been well explained in research to date. We hypothesize that affiliation to diversified business groups, owing to beneficial knowledge and resource combinative effects pre- and post-acquisition, encourages such strategies. We hypothesize, moreover, that motives derived from private ownership and strategic asset seeking amplify the effect from domestic business group diversification. Employing ordered logit modelling on a sample of 662 Chinese international M&As (from 2006 to 2015) we find strong support for our hypotheses. Our results underscore the paradoxical nature of unrelated diversification in the context of a dominant resource- and institution-based narrative of Chinese firms attempting to spring-board and catch-up. Business group diversification, ownership structure and strategic asset seeking motives combine to provide both inducement and ability to cope with unrelated acquisitions in foreign locations. Our findings contribute to the theoretical discussion regarding the potentially idiosyncratic strategies of emerging market MNEs.

[view paper \(if available\)](#)

How Do Firms Diversify? Institutional Relatedness and Diversification

Author: **Niron Hashai**; Arison School of Business, The Interdisciplinary Center (IDC), Israel

Author: **Sai Chittaranjan Kalubandi**; Professor, Indian Institute of Management Bangalore

Author: **Amit Karna**; Indian Institute of Management, Ahmedabad

Author: **Mukesh Sud**; Indian Institute of Management, Ahmedabad

The extant diversification literature has been long dominated by Rumelt's product-market relatedness diversification conception. In this study, we highlight the importance of a different type of relatedness – "institutional relatedness" and show its prominence in explaining the diversification of business group affiliated firms operating in emerging markets. Specifically, we relate to a particular type of institutional relatedness - that is the intensity of specific institutions present in an industry. We hypothesize that business groups are more likely to operate in industries with higher intensity of

commonly must make choices armed with incomplete and uncertain information. One way they deal with this uncertainty is by relying on references – i.e., comparable choices made in the past. While such references have diagnostic value, overemphasizing on these references can also have an anchoring effect. In this study, we articulate how and when two potentially salient references in acquisition premium decisions: the previous acquisition premium paid by another firm in the target industry (external reference), and the premium paid by a focal firm for its own preceding acquisition (internal reference) influences focal acquisition premium decisions. We theorize that while the external reference plays both a diagnostic and biasing role, the internal reference likely plays just a biasing role. We also extend this work by theorizing on how more powerful and overconfident CEOs will rely more on internal references than on external references. Our results based on a hedonic regression analysis of 3,237 completed acquisitions provide support for our hypotheses. By clarifying and elaborating the nuanced influence of multiple references, this study synthesizes and extends recent work both in the acquisition premium literature and the anchoring literature more broadly.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

institutions, than standalone firms. We further hypothesize that business group level prior exposure to specific types of institutions increases the diversification of affiliated firms to industries with the same type of institutions. We further hypothesize that director interlocks within the business group accentuate diversification into industries with similar institutions. We empirically test our hypotheses using secondary data for Indian firms, covering the period of 2005 – 2016 and find empirical support for our hypotheses.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Resource Allocation the Potential for Arbitrage Opportunities (session 815)

The Competitive Effects of Financial and Fiscal Institutional Arbitrage Opportunities.

Author: **Valentina Fani**; U. of Lausanne, HEC Lausanne

Author: **Dimitrija Kalanoski**; U. of Lausanne, HEC Lausanne

Author: **Olivier Bertrand**; Fundação Getúlio Vargas/EBAPE

In this study, we focus on competitive interactions in

STR

OMT

TIM

Rethinking Technological Innovation: Where to Settle Between Material Space and Value Space? (session 823)

When an existing market space is challenged by creative disruptions (Schumpeter, 1942), organizations need to strategically re-position themselves in both material and value space. Material space encompasses an innovation's physical attribute, practice, or design, whereas value space represents how the innovation is judged, evaluated, or imbued with meanings. Navigating

international contexts by exploring the role of institutional arbitrage opportunities that make cross-border M&A partners more threatening competitors. Drawing on the institutional arbitrage lens, we argue that when firms engage in cross-border M&As they can exploit the institutional differences between acquiring and target firms' countries to access or conserve financial resources through increased borrowing limits, lower credit interest rates and reduced tax burden, thus they can enhance their competitive position on the market. Consequently, gains from financial and fiscal institutional arbitrage opportunities can pose a substantial threat for the rivals of the M&A partners and should provoke an increase in rival firms' interfirm responses. In addition, we argue that the effect of institutional arbitrage opportunities of the M&A partners on the variation of rival firms' interfirm responses is moderated by rivals' awareness, motivation, and capability. An analysis of rival firms' M&As, alliances and joint ventures before and after horizontal cross-border M&As of their competitors in the manufacturing industry between 1999- 2014 provides some support for our theoretical reasoning.

view paper (if available)

Towards a Resource-Based View of Internal Capital Markets

Author: **Ghahhar Zavosh**; HEC Montreal
Author: **Olivier Bertrand**; Fundação Getúlio Vargas/EBAPE
Author: **Samira Fallah**; Louisiana State U.

The literature on internal capital markets assumes that allocations are efficient if a headquarters shifts relatively more capital to subsidiaries with higher market growth opportunities (i.e., picks the winners). However, the empirical work has failed to consistently link deviations from winner-picking logic to firms' value destruction. In this paper, we underscore the connection between the firms' dominant view of strategy and their capital allocation patterns. We argue that winner-picking logic only corresponds to the industrial organization (IO) view of strategy (Porter, 1981) and neglects firms' idiosyncrasies. Taking a resource-based view (RBV) of strategy, we theorize and empirically show

these two spaces simultaneously can be difficult. This symposium seeks to understand how firms manage conflicts across material space and value space during technological innovation. We include four papers to examine how 1) firms bring values to technological innovation through technology positioning in material space, and how 2) institutional structures that establish orders for material space affect valuation of technological innovation during commercialization. These four papers employ a variety of methods – ranging from archival, qualitative, and quantitative – to study these issues. Authors of this symposium are experts on the proposed theme and have extensively published on innovation, value, and meaning creation. We believe this symposium will advance the field by proposing a holistic approach to examine technological innovation.

Back to the Future: Technology Re-emergence through the Lens of Music Synthesizers

Andrew Nelson; U. of Oregon
Callen Anthony; New York U.
Mary Tripsas; Boston College

Product Differentiation Along the Technology Lifecycle

Stine Grodal; Boston U.
Fernando Suarez; Northeastern U.

Ambiguity, Typicality, Misclassification, and Valuation: Deep Learning for Tech Innovation Position

Balazs Kovacs; Yale School of Management
Gael Le Mens; U. Pompeu Fabra
Michael Hannan; Professor at Stanford U. Graduate School of Business

The Entrepreneurial Commercialization of Academic Science: Evidence from "Twin" Discoveries

Matt Marx; Boston U. Questrom School of Business
David Hsu; The Wharton School, U. of Pennsylvania

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

that internal and external idiosyncrasies of firms lead them to evaluate their external opportunities differently and, therefore, deviate from the winner-picking logic. Our paper also contributes to the literature by helping to resolve the observed inconsistency in value implications of deviation from winner-picking.

[view paper \(if available\)](#)

The Transmission of Economic Shocks in Multi-Divisional Firms: A Capabilities-Based View

Author: **Timo Sohl**; U. Pompeu Fabra

Author: **Brian T. McCann**; Vanderbilt U.

Author: **Govert Vroom**; IESE Business School

This study develops a capabilities-based perspective on resource allocation by examining the influence of parent- and division-level capabilities on the transmission of economic shocks in multi-divisional firms. We begin by arguing that the effects of parent-specific crises spread to divisions, resulting in significantly reduced asset growth in these divisions compared to divisions for which the parent is not exposed to a crisis. We contend, however, that differences in experience levels across firms, both at the parent and division levels, lead to heterogeneity in capabilities, and these capabilities attenuate the transmission of economic crises. This is because parents with greater capabilities should be less exposed to economic shocks, while divisions with greater capabilities may be less dependent on parent resources. Analyses of panel data on 2,051 foreign divisions of global retailers provides evidence supportive of our arguments: financial crises in parent home countries negatively affect division-level investment, and this effect is attenuated by greater experience of parents, focal divisions, and sister divisions in the same geographic market. Overall, our work provides new insights into how capabilities at multiple corporate levels can influence resource allocation and the exposure of divisions to parent-level shocks.

[view paper \(if available\)](#)

R&D Subsidy and Corporate Innovation: An Integrated View of Resource Allocation and Utilization

Author: **Yeyao Ren**; Xi'an Jiaotong U.

Author: **Liang Zhang**; Xi'an Jiaotong U.

Prior research on corporate innovation has highlighted the roles of public support especially R&D subsidy. However, there are mixed findings regarding the effect of R&D subsidy on corporate innovation output. In this study, we develop an integrated view of resource allocation and resource utilization to study how this effect may vary according to resource utilization efficiency of firms when firms are awarded R&D subsidy based on different rules. We hypothesize that when R&D subsidy is allocated to a firm based on its technology capability, such subsidy will have stronger positive effect on innovation output with the presence of high resource utilization efficiency. In contrast, when a firm is allocated to R&D subsidy based on political connection, the positive effect of R&D subsidy on innovation output becomes weaker with decreasing resource utilization efficiency. Our results based on data of Chinese privately listed firms between 2010 and 2016 confirm these hypotheses. The findings offer fresh and comprehensive insights on how government allocation rules might influence the ways in which firms use resources to innovate and further influence the effectiveness of public support in emerging countries.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

STR

Search Strategies (session 816)

The Role of Communication Depth for Overcoming Blindness to Knowledge Utilization

Author: **Felicia Seitz**; Kiel U.

Author: **Achim Walter**; U. of Kiel

The open innovation literature highlights the need for firms to search deeply across the organizational boundaries to allow the subsequent internal

STR

The Determinants of Gender and Ethnic Diversity in Top Management Teams and on Boards (session 820)

The Global Drivers of Female Board Representation: A Stereotype Activation Perspective

Author: **Sucheta Nadkarni**; U. of Cambridge

Author: **Elaine Yen Nee Oon**; U. of

Malaya/Cambridge Judge Business School

development process to move forward. This study complements and extends prior research on search depth in open innovation by focusing on how a deep link to external partners within one particular search channel, public research organizations (PROs), shapes a firm's perception of new technology concepts. It examines how the depth of communication, conceived as a composite notion of high-quality information and close participation by the partners, in such collaborations helps firms in utilizing new knowledge in the future. However, due to narrowed perceptions, attention allocation problems, and increased internal communication boundaries, it can also blind firms to identify new opportunities for co-developed knowledge. We address these mixed implications of communication depth in conjunction with two context-specific factors—partner fit and the asset specificity of co-developed knowledge—that can weaken the curvilinear (inverted U-shaped) effect of communication depth on knowledge utilization. The results of our study suggest that firms may need no excessive communication depth with PROs and may align it with partner- and asset-specific contexts to best utilize knowledge from R&D collaborations with PROs in the long-term.

[view paper \(if available\)](#)

Knowledge and Collaboration Networks and Local Search Behaviors of Inventors

Author: **Hongjuan Zhang**; Tianjin U.

Author: **Jia Guo**; Tianjin U.

Author: **Feng Guo**; Tianjin U.

Inventors are embedded both in knowledge networks consisting of links between knowledge elements and in collaboration networks with other inventors. The two networks are decoupled, their structural features are distinct, and they interactively influence inventors' local searches for knowledge. Based on a longitudinal patent data, we explore the effects of two structural features of inventors in the networks—centrality and structural holes—on their local search behaviors. We find that inventors' centrality in a firm's knowledge network will contribute to the depth and breadth of their local searches while structural holes will hinder it. Moreover, the efficiency of centrality in the

Author: **Jenny Chu**; Cambridge Judge Business School

Author: **Shi Tang**; U. of Cambridge

We integrate gender stereotype theories under a theoretical framework of stereotype activation to theorize and test the effects of legislative quotas on two distinct aspects of female board representation – selection (female board percentage) and retention (female board turnover). Results based on a longitudinal dataset of 1071 firms across 42 countries and supplementary interviews show that quotas positively relate to both female board percentage and turnover. Based on stereotype activation theory, quota helps women bypass gender barriers created by social-role-based stereotype to promote women's access to boards, while simultaneously activating the stigma of incompetence stereotype that jeopardizes women's retention on boards. Moreover, the national culture of gender egalitarianism moderates these relationships by suppressing the salience of the two gender stereotypes. Specifically, quotas relate more positively to female board percentage and less positively to female board turnover, when gender egalitarianism in the home country is higher than when it is lower. Taken together, the nuanced theoretical underpinnings and our findings on the complex effects of quotas on female board representation reconcile the fierce global debate on quotas by decoupling the enabling and inhibiting effects of quotas on different facets of corporate boards and identifying important boundary conditions.

[view paper \(if available\)](#)

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

Author: **John Morton**; Colorado State U.

Author: **Christopher Bauman**; U. of California, Irvine

Author: **Ben Lourie**; U. of California, Irvine

Author: **Philip Bromiley**; U. of California, Irvine

Many firms express interest in increasing ethnic diversity but top management teams (TMTs) remain considerably less ethnically diverse than other employees and the general public. Drawing from theories of diversity and tokenism, we generate and

knowledge network for local search increases when inventors hold central positions and span structural holes in the collaboration network. These findings have implications for research on network embeddedness, knowledge search, and their accompanying micro-foundations.

[view paper \(if available\)](#)

Finding Needles in Haystacks: A New Perspective on the Search for Breakthrough Innovations

Author: **Timo Ehrig**; Max Planck Institute for Mathematics in the Sciences

Author: **Johannes Rauh**; Max Planck Institute for Mathematics in the Sciences

Author: **Thorbjørn Knudsen**; U. of Southern Denmark

We study how theories guide managers while they search for breakthrough innovations. Such situations are characterized by the impossibility to learn about improvements using performance feedback from an existing product. Managers can get a glimpse of feedback by relying on diagnostic indicators like prototypes. Drawing on simulation (Bayesian theory-based search), we study how managers should choose indicators and use the information gained from indicators to successfully launch innovations faster. Contrary to prior scholarship, our results suggest that it is not experience with similar search problems, but logical discipline in imagination that enables strategists to success with such search processes. Our results have implications for the resource-based view, and our understanding of dynamic capabilities, as approach informs about the means necessary to generate superior information.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

test predictions about how representation of a given ethnic group on a TMT influences the likelihood that the TMT adds a member of the same ethnic group. Supporting a tokenism account of diversity on TMTs, results provide consistent evidence across ethnic groups that representation associates negatively with subsequent additions of members of the same ethnic group. Similarly, the departure of a member of a given ethnic group from a TMT increases the likelihood of appointing someone from that ethnic group. Although we did not offer hypotheses concerning the influence of CEO ethnicity, our results suggest that the ethnicity of the CEO increases the likelihood of adding another individual of that ethnicity.

[view paper \(if available\)](#)

How Power and Discretion Attenuate the Queen Bee Phenomenon in Top Management Teams

Author: **Emily Sue Corwin**; U. of Arkansas

Author: **Holly Loncarich**; U. of Arkansas

Author: **Jason Ridge**; U. of Arkansas

The Queen Bee (QB) phenomenon posits that senior women in male dominated work contexts (e.g., top management teams) strive for success by distancing themselves from junior female colleagues. This psychological distancing is theorized to be a response to longstanding gender discrimination. However, findings that have tested this phenomenon are mixed. We suggest that this may be due to institutional constraints, rather than female CEO preferences. We posit that female CEOs will have a higher representation of women on their TMT, and thus avoid the QB phenomenon, when not constrained by organizational factors. We find that female CEO presence does negatively relate to TMT female representation (as QB literature suggests), but that this relationship is weakened by CEO power, lack of board vigilance, and CEO confidence.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Adaptation and Change: Adaptation to Institutional Change (session 825)

Factors Impacting the Adoption of a New Dominant Institutional Logic

Author: **Jaemin Kim**; Oakland U.

Author: **Michael Greiner**; Oakland U.

Building upon institutional logics theory, we argue for a model in which all three levels of a field – the institutional level, the organization level, and the individual level – must be convinced of the need for a change in dominant logics before one logic is abandoned in favor of a new one. Separate factors will push each level toward changing dominant logics, but as these factors are considered, the different levels will interact to create overall movement toward a new logic. Due to the fact that these levels vary from one organization to another within the field, organizations will adopt the new logic at varying times until the new logic replaces the old dominant logic in the field. We find support for our theory in a test on a unique database of Major League Baseball data, taking advantage of a natural experiment in which the publication of the book *Moneyball* and other technical advances created pressure for baseball clubs to move from a scout-driven approach to a more analytical data-driven method of management.

[view paper \(if available\)](#)

The Effect of Subnational Social Trust on Innovation

Author: **Daxin Sun**; Shanghai Jiao Tong U.

Author: **Saixing Zeng**; Shanghai Jiao Tong U.

Prior studies on institution theory have tested the various innovative consequences of those formal institutions, but have paid less attention to how informal institutions shape firms' strategical responses. By integrating institution theory and research on innovation, this paper seeks to clarify the role of social trust, an important dimension of informal institutions by examining its effect on innovation. In particular, we focus on social trust at the subnational level to explain variations in innovation performance within one country. Using a

Ecosystems & Platforms: Platform Design I (session 829)

Motives in the Sharing Economy: Evidence from Field Experiments on a New Online Task Platform

Author: **David Maslach**; Florida State U.

Author: **Richard Devine**; DePaul U.

Author: **R. Michael Holmes**; Florida State U.

Online, task-based platforms have exploded in popularity in the sharing economy. A key reason for their growth is that prospective users are motivated to use them, but what are these motives? Building on the Theory of Planned Behavior, we perform two field experiments to explore how platforms encourage prospective users to become active users. In Study 1, we use a field experiment on a new task-based (editing) platform that had few users to explore how new platforms appeal to prospective users. In Study 2, we use a field experiment with professional editors to explore the factors that encourage them to become active users. The results show that prospective users have increased intentions to become a user because of financial outcomes rather than nonfinancial outcomes. We also show differential gender effects in both active participation and the quality of this participation. These results have implications for the understanding of motives, gender, and platform design in the sharing economy.

[view paper \(if available\)](#)

How Open-System Intermediaries Stimulate Bridging Among Firms: Evidence from Science Parks in Europe

Author: **Laura Lecluyse**; Ghent U.

Author: **Annelore Huyghe**; Cass Business School, City U. London

Author: **Mirjam Knockaert**; Ghent U.

Increasing attention has been devoted to open-system intermediaries, such as science parks, which are aimed at stimulating bridging among their member firms. However, prior evidence, providing contradictory findings regarding the ability of open-system intermediaries to facilitate bridging, reflects the need for insights into the conditions under

Chinese manufacturing firm sample from 2005 to 2007, we find that subnational social trust has a positive effect on firm innovation but this relationship is weakened when firms are state-owned and affiliated with higher political hierarchy, while is more pronounced for startups. The paper contributes to the literature on interplay between institutional environment and firm strategies by going beyond the concept of institutions, providing great insights into how informal institutions shape innovation activities.

[view paper \(if available\)](#)

Green Innovations as a Response to Ecological Community Pressures

Author: **Paul Huenermund**; Maastricht U.

Author: **Yannick P.M. Bammens**; Maastricht U.

We examine to what extent business organizations respond in a substantive manner to ecological pressures at the community level through the introduction of green process and product innovations. We argue that the noneconomic utility in the form of personal reputation gains that business owners derive from such substantive responses is greater when owner identifiability is high, and that owner identifiability therefore strengthens the effect of ecological community pressures on the introduction of green innovations by firms. Our hypotheses are tested on a sample of over 2,800 German firms using instrumental variable regression analyses, and we find support for our ideas. This study contributes to institutional theory by clarifying how the utility derived from substantive responses to institutional pressures depends on owner identifiability, thereby advancing insight on the heterogeneity in organizational responses to such pressures.

[view paper \(if available\)](#)

Honing Makes the Sharp Edge: Dynamic Institutional Imprinting and Firm Innovation in Chinese Manufacturing

Author: **Weiguang Li**; Renmin U. of China

Author: **Erming Xu**; Renmin U. of China

which open-system intermediaries stimulate their member firms to interact. By drawing on the embeddedness theory, we examine how specific design characteristics of open-system intermediaries affect the interaction frequency among member firms and the networking benefits member firms gain. Practically, we test our hypotheses by means of a multilevel analysis conducted on a sample of 29 science parks in Europe and 206 member firms. This study contributes to the open-system intermediary literature, the embeddedness perspective, and the bridging literature.

[view paper \(if available\)](#)

Social Information Disclosure in C2C E-commerce: A Natural Experiment

Author: **Ke Rong**; Tsinghua U.

Author: **Di Zhou**; Tsinghua U.

This paper aims to explore the influence of social information disclosure on the sales rate in the online C2C trading market, and a mediator effect of privacy and a moderator effect of trading experience are considered. We conducted a large-scale online experiment in 80 days on a C2C commodity trading platform in China. Based on the experiment data, the empirical results show that partial social information disclosure would decrease the sales rate while full social information disclosure would increase the sales rate. The mediator effect of privacy would increase the sales rate, but the impact is relatively small compared to the trust. The moderator effect of trading experience would only enhance the negative influence of partial social information disclosure but have no effect on the influence of full social information disclosure. This paper encourages the cooperation between social platforms and trading platforms by introducing the real social relationship into the online trading market.

[view paper \(if available\)](#)

Getting Complementors On Board: Evidence From the 7th and 8th Generations of Video Game

Draw on imprinting theory and dynamic institution-based view, this study focuses on how the speed of institutional change at founding influences innovation through inducing firms to develop innovation capabilities which were subsequently institutionalized and persisted. We introduce the concept of dynamic institutional imprinting, identifying an important process whereby a firm develops characteristics that reflect prominent dynamic features of institutional change. Using a longitudinal dataset of Chinese manufacturing firms from 2008 to 2018 in the context of market-oriented reforms, our findings show that firms' dynamic institutional imprint positively affects innovation. Moreover, while the imprint's strength is weakened by family influence during imprint genesis, TMT's R&D background and external innovation intensify its strength by acting upon the mechanisms underlying imprint persistence. Our study contributes to a better understanding of imprinting, the implications of dynamic institutional imprint, and firm innovation.

[view paper \(if available\)](#)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Consoles

Author: **Vladimir Christian Malcolm Sobota**; Delft U. of Technology

Author: **Geerten Van De Kaa**; Delft U. of Technology

Author: **Mark De Reuver**; TU Delft

Author: **Ranjan Prajapati**; Maas & Kleiberg
Subsidieadvies

This paper analyses how three facets of platform openness explain complementor participation in the video game console industry. Three facets are considered boundary resources, exclusive content, and the breadth of content offerings. This study focuses on the number of complementors rather than complements and makes a first attempt to measure platform boundary resources. Fixed-effects regressions on a panel comprising two generations of consoles across six platforms showed that the breadth of content offerings have a positive effect on complementor participation. The results support the importance of boundary resources in attracting complementors. Exclusive content plays a higher role during the early stages of platform development rather than during mature stages due to intense competition among complementors in the latter stage. Our results suggest that by following the right open-platform strategies, platform firms can orchestrate a large network of complementors and proliferate a variety of complementary product offerings.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Entrepreneurship & New Venturing: Legitimacy of Ideas, Products, and Firms (session 826)

The Grand Tour: The Role of Catalyzing Places for Industry Inception

Author: **Paolo Aversa**; Cass Business School, City U. London

Author: **Emanuele Bianchi**; Cass Business School, City U. London

TIM

Knowledge Management & Learning: Competitive Advantage and Knowledge Generation (session 827)

The Effect of Short-Term Orientation on Technological Diversification

Author: **Giacomo Marchesini**; IESE Business School

Firms' differences in their ability to sustain a competitive advantage depend on the sources of

Author: **Loris Gaio**; U. of Trento
Author: **Alberto Nucciarelli**; U. of Trento

Despite the critical role of the pre-commercialization phase, little is known about industry-level dynamics where focal areas nurture user entrepreneurship and ultimately industry inception. By conducting an historical case study on the emergence of the global sport climbing industry through the RockMaster event in Arco (Italy), this study examines an under-theorized type of phenomenon, the “catalyzing places”—iconic venues which trigger and sustain processes for industry inception and emergence. We show how these places can potentially exert, over communities of practice on a global scale, three distinctive types of forces—centripetal, catalyzing, and centrifugal—and originate cyclical processes which foster industries through the establishment of new entrepreneurial ventures, products, technologies, and practices. We discuss the implications for theory and practice on industry inception, spaces, and user entrepreneurship.

[view paper \(if available\)](#)

Institutional Categories and Emergent Frames: Categorization Schema and Audience Approval

Author: **Yimin Lin**; Singapore Management U.
Author: **Simon JD Schillebeeckx**; Singapore Management U.
Author: **Gerard George**; Singapore Management U.

Audiences categorize firms and their market offerings in an effort to simplify complex information. Firms are positively evaluated when they conform to established categories, whereas non-conformance is punished. While studies identify contingencies to this categorical imperative, they do not compare alternative categorization schemas that result in different sensemaking structures. We compare institutional categories, artefacts of human and temporal sensemaking, with emergent frames, artefacts of algorithmic and atemporal sensemaking. Using patent data from the agricultural industry, we investigate how an invention’s relatedness to high and low valence prototypes (i.e. prototypicality) influences audience approval. We find that inventions closely related to high valence prototypes of institutional categories

failure in recognizing and exploiting valuable growth options through innovation. By investing in a sufficiently diversified portfolio of technologies, firms can create a broad knowledge base for future innovation opportunities. However, in this study, I argue that short-term earning pressure, providing managerial incentives to increase predictability and reduce waiting time for results, can alter how managers allocate resources among research projects leading to a narrower knowledge base. I employ a difference-in-differences specification and find that, relative to the control group, firms in the treatment group suffer a decline in the level of the breadth of their knowledge base scope (in terms of technological diversification) after the introduction of mandatory quarterly reporting in EU.

[view paper \(if available\)](#)

Leveraging Crowdsourcing: The Moderating Role of External Search Breadth

Author: **Jakob Pohlisch**; Technical U. of Berlin
Author: **Marcel Bogers**; U. of Copenhagen & U. of California Berkeley

Since the introduction of the open innovation concept, scholars have been studying the importance of boundary-spanning search for innovation performance. In our study we specifically address the effect of crowdsourcing – a unique approach to finding external knowledge – on innovation performance. We moreover investigate the moderating effect of external search breadth on this relationship. Based on a large-scale survey of 4,500 German companies, the results confirm our hypothesis that crowdsourcing is significantly and positively associated with innovation performance. However, as additionally hypothesized, its effect is strongly moderated by the external search breadth of the focal firm. That is, firms with either low or high levels of external search breadth benefit most from crowdsourcing. At the same time, firms with optimal levels of search breadth, do not exhibit additional benefits from crowdsourcing or even a decrease in innovation performance.

[view paper \(if available\)](#)

are negatively evaluated by audiences. For emergent frames, we find that relatedness to both low and high valence prototypes results in positive audience approval, suggesting the latter exposes latent opportunities in the knowledge structure. Yet, these opportunities are not equally available to all firms. Our analyses reveal that inventions related to low valence prototypes are positively evaluated if they come from a generalist than a specialist firm. However, inventions related to high valence prototypes are positively evaluated if they come from a specialist than a generalist, and this effect is stronger if the prototype is identified by emergent frames. With the increasing use of artificial intelligence or machine-based sensemaking in practice, our results shed light on the effects of categorization schema on audience approval. Our study contributes to the literature on categories by exposing that often-opaque properties of the schemas themselves crucially determine audience evaluations.

[view paper \(if available\)](#)

A Machine-Learning Approach to Creative Forecasting of Ideas

Author: **Linus Dahlander**; ESMT European School of Management and Technology

Author: **Morten Fenger**; Aarhus BSS, Aarhus U.

Author: **Michela Beretta**; Aarhus U.

Author: **Shahab Kazami**; Aarhus BSS, Aarhus U.

Author: **Lars Frederiksen**; MGMT, BSS, Aarhus U.

New technologies provide new opportunities to collaborate across organizational boundaries. While the antecedents of idea generation and implementation have received much attention, creative forecasting—the act of evaluating whether an idea will take off—is less understood.

Acknowledging the multitude of possible theoretical explanations, we take guidance from data and algorithms using a machine-learning (ML), text- and image-mining approach. Using data from 35,821 recent design ideas published on the LEGO Ideas ideation platform, we developed variables based on three groups of explanations, all resonating with plausible theoretical explanations: (1) the ideator's own characteristics and behavior, (2) behaviors from others toward an ideator or their previous ideas,

In Search for Quality: Understanding the Effect of Cognitive Proximity and Experience on Decision

Author: **Chuqing Zhang**; North China Electric Power U.

Author: **Shayegheh Ashourizadeh**; postdoctoral Research Fellow

Author: **Xiaoting Hu**; School of Economics and Management Tsinghua U.

Thousands of funding projects from diverse fields have been launched every year, and the approval decisions highly depend on reviewers' evaluation results. The purpose of this paper is to test how the cognitive proximity and evaluation experience influence decision quality. By using the Negative Binomial Model to test 1,261 observations of the 2017 Beijing Innofund data, the study finds that cognitive proximity has an inverted "U-shape" relation to decision quality. Moreover, experience in evaluation cannot only exert a positive influence on decision quality but also a positive influence on the inverted U shape between cognitive proximity and decision quality. These findings fill the gaps in the current research on cognition-based perspective by specifying the mechanism of cognitive proximity in decision making in the evaluation field and further advance management research by elucidating the evaluating experience on evaluation.

[view paper \(if available\)](#)

The Cure for the NIH Syndrome: Examining the Effects of Technology and Origin on Selection

Author: **Curba Morris Lampert**; Florida International U.

Author: **Minyoung Kim**; U. of Kansas

Author: **Raja Roy**; New Jersey Institute of Technology

Author: **Francisco Polidoro**; U. of Texas at Austin

This paper investigates the determinants of opportunity selection, in which an opportunity is defined in the literature as an idea for an innovation that may have value with additional investment of resources. Drawing on the literature of decision making under uncertainty, we hypothesize that rational and political factors may influence which opportunities are selected. Our empirical analysis studies 3,100 pharmaceutical compounds selected to advance from Preclinical to Phase I testing over a

and (3) characteristics of the new idea itself. We cross-validated our findings by comparing our creative forecasts with actual idea success for future ideas not included in the data that the ML models were trained on. Comparing the results from different ML approaches, we find that some explanations have predictive power, but that many plausible theoretical explanations have only negligible effects, which provides the opportunity to develop a more parsimonious theory. We distill these insights into post hoc theorizing, and reflect on how these methods can be used to further organization science.

[view paper \(if available\)](#)

YouTubers Balancing the Paradox of Novelty and Conformity

Designated as a “Best Paper” for TIM

Author: **Sumeet Malik**; IE Business School

Author: **Chandrika Rathee**; IE U. - IE Business School
Madrid, Spain

Author: **Taiyuan Wang**; China Europe International
Business School (CEIBS)

The categorical imperative suggests that since the audience devalues offerings that do not fit within a category, producers should follow conventions to gain legitimacy. This poses a paradox of optimal distinctiveness to entrepreneurs driven by novelty. However, the extant research assumes homogeneous audience and crisp boundaries of the categories in which the entrepreneurs operate. We test these assumptions in a context with multiple audiences and fuzzy categories. By analyzing 208,136 videos of 283 YouTubers nominated for the “Streamys” – prestigious awards in online video – and correcting for endogeneity, we find that novelty is less likely to win an award, but is liked more by its regular platform audience. However, the negative evaluations of the jury audience towards novelty are moderate in fuzzier categories while the regular audience likes novelty more in well-defined categories. Further, we find that winning of Streamys gives YouTubers a status-boost to be more novel in the future. Our results inform firms and entrepreneurs about how they can position themselves to augment their value among audiences.

10-year period. The findings are threefold. First, we find that compounds from new technological domains are more likely to be selected than those from existing technological domains, supporting rational preference arguments for pursuing new areas with potentially higher returns. Second, we find that externally developed compounds are less likely to be selected than internally developed compounds, supporting a “Not-Invented-Here” (NIH) political partiality. Third, we find that the NIH bias does not exist for compounds from new technological domains.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Open Innovation: Contributor Decisions and Activities (session 828)

Is Status Detrimental to Distributed Innovation?

Designated as a "Best Paper" for TIM
Author: **Jens Foerderer**; TUM School of Management, Technical U. of Munich
Author: **Karin Hoisl**; Mannheim U.

In distributed innovation projects, crowds and communities are the main drivers of innovation. We investigate the relationship between the status of such a project and the innovation rate, i.e. the share of innovative contributions, it attracts. Status has been shown to attract a greater audience, thereby increasing the odds of receiving innovative contributions. Drawing on status theory and literature on the determinants of innovation, we argue that status may also decrease innovation through motivational crowding (i.e. high status crowds out intrinsically motivated contributors) and reputational contributing (i.e., high status attracts career-conscious contributors). To investigate the status-innovation relationship, we use data on 2,045 open-source software (OSS) projects. Our empirical setting qualifies for a regression discontinuity design. In particular, we exploit exogenous variation in project status due to its appearance on the prestigious front page of Hacker News, a Silicon Valley tech media. We find that status decreases the innovation rate of an OSS project. In particular, projects appearing on the prestigious front page experience a decline in its innovation rate by between 6.3% and 7.8%. Further analyses suggest that this decline can at least partially be attributed to motivational crowding and reputational contributing. Our findings contribute to a better understanding of the determinants of innovation, in general, and of distributed innovation, like in OSS projects, in particular.

ENT

GDO

OB

Bias, Barriers, and Behavior: Exploring the Mechanisms Behind the Gender Gap in Entrepreneurship (session 750)

Gender inequality remains an issue in entrepreneurship. Women are engaging in entrepreneurship at increasing rates, but they still lag behind men. Furthermore, women who do participate receive significantly lower levels of funding and support that keep them from experience the same success as men. Scholars have addressed these inequalities from a variety of perspectives. Some suggest that bias and stereotyping results in negative perceptions of women in entrepreneurship, while others suggest that female entrepreneurs behave differently than male entrepreneurs. Still others assert that men and women start from different places in their pursuit of entrepreneurial activities. They suggest that differences in social networks provide more opportunities to men than women. In this symposium, we present four studies that use real world field data to test different mechanisms to explain the gender gap in entrepreneurship. In support of the 2020 AOM theme, we hope to inspire conversations that consider how bias, access, and behavior may be simultaneously contributing to the challenges women face in entrepreneurship.

Pitch and She Shall Receive: The Opportunity to Pitch Erases the Gender Gap in VC Funding
Angela Randolph; Babson College

She Can't Handle It: Emotional Stability and Women on New Venture Teams
Jessica Kirk; U. of Memphis
Stefanie Johnson; U. of Colorado, Boulder

[view paper \(if available\)](#)

The Effects of Receiving Assistance on Participation in Online Knowledge-Sharing Communities

Author: **Frank Nagle**; Harvard Business School
Author: **Eunkwang Seo**; U. of Illinois at Urbana-Champaign
Author: **Sonali Shah**; U. of Illinois at Urbana-Champaign

Online knowledge-sharing communities have become increasingly important arenas for knowledge-sharing that benefit participants and firms alike: participants receive support and assistance, while firms benefit from reduced support costs and innovative insights. Scholars have begun investigating the motives that drive voluntary participation in online knowledge-sharing communities, but whether or not and how interactions between users shape future participation remains underexplored. This study examines whether receiving an answer to a question—and from whom the answer is received—affects a new participant’s likelihood of participating again. We consider this relationship based on fifteen years of data from Statalist, the online community that formed around the Stata statistical software package. The data show that receiving an answer from a “regular” community member is positively associated with asking future questions and negatively associated with answering others’ questions. However, receiving an answer from a Stata employee is positively associated with both future asking and answering. Our findings suggest firms can take simple steps to promote deeper involvement by new community participants.

[view paper \(if available\)](#)

New Ideas in Online Maker Communities — The Interaction of Knowledge Exposure and Network Position

Author: **Christian Resch**; Technische U. Darmstadt
Author: **Alexander Kock**; Technische U., Darmstadt

The maker movement is a trend with a strong

Hubris and Humility: Gender and the Interpretation of Signals in Crowdfunding

Jason Greenberg; New York U.
Venkat Kuppuswamy; Northeastern U.
Ethan Mollick; The Wharton School, U. of Pennsylvania

Implicit Diversity Quotas for New Venture Teams

Stefanie Johnson; U. of Colorado, Boulder
Jessica Kirk; U. of Memphis

Asynchronous

PRACTICE

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

potential for the sourcing of future innovations. Yet we lack an understanding of how new ideas emerge within the maker movement. This study investigates social interactions' influences on ideas' newness in an online maker community. In accordance with previous research, we argue that, on average, makers with a broker status in the online community develop more novel ideas. We further argue that not all brokers have the same access to diverse knowledge and that the assumed positive relationship between broker status and idea newness is stronger for brokers with access to more diverse knowledge—individuals we refer to as generalists. We collected data from a popular online maker community containing 18,146 ideas, 19,919 maker profiles, and 52,663 comments. Analyzing this dataset with topic modeling (Latent Dirichlet Allocation) to extract hidden knowledge elements and with social network analysis to identify brokers, we find support for the positive relationship between broker status and idea newness. Surprisingly, we find that knowledge concentration, held by what we refer to as specialists, (and not knowledge breadth) strengthens a favorable broker position, and discuss this counterintuitive finding as well as theoretical and practical implications.

[view paper \(if available\)](#)

Leveraging the Household Sector: Local Knowledge, Local Formulation, and Depth of Contribution

Author: **Ademir Vrolijk**; George Washington U.

Author: **Zoe Szajnfarder**; George Washington U.

This paper unpacks how the public—or household sector—creates their most valuable contributions to better understand how organizations can leverage them. Scholars have examined the barriers that prevent organizations from adopting the public's contributions. They have also theorized the public's core problem-solving constructs: local knowledge, local formulation, and depth of the contributions provided. But few studies have bridged these two. As such, we connected the public's problem-solving dynamics to those contributions that made the most impact on the focal organization. We observed a shift to welcome public input in a National Aeronautics and Space Administration program. This

shift was strongly influenced by one engagement where the public contributed to a space mission design decision. In analyzing their contributions, we found that an individual's use of their local knowledge correlated directly to the substance of their contribution. We also found that local formulation —reformulating the NASA problem in their own terms—increased the likelihood of substance because it increased the depth of the contribution. Our results show the importance of deep interactions to translate the public's local ideas into meaningful contributions to the organization. They also show that the free-innovation paradigm can be directed to non-consumer good contexts.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ENT

Cognition (session 745)

New Venture Creation and the Development of Entrepreneurial Cognition

Designated as a "Best Paper" for ENT

Author: **Gabi Anja Kaffka**; Utrecht U.

Author: **Raja Singaram**; U. of New Mexico

Author: **Jeroen Kraaijenbrink**; Amsterdam Business School, U. of Amsterdam

Sensemaking describes how actors fill in a meaning void whereas sensebreaking deals with the process of creating that void by disrupting current understandings of individuals. Over a period of one year we followed 30 entrepreneurs engaged in new venture building. Applying the concept of sensebreaking, we analyzed the influence of crucial stakeholders on their entrepreneurial cognition using the real-time, longitudinal data set of weekly diary entries we collected. The examination of 7200 distinct units of analysis revealed 115 sensebreaking instances. We show how sensebreaking initiated by specific stakeholders aids novel sensemaking via three possible mechanisms: questioning, reframing and redirecting. We contribute to the micro-level foundations of entrepreneurial cognition empirically demonstrating that it is socially situated. We shed new light on entrepreneurial opportunity developed in concert with stakeholders during the early stages

ENT

Economic Development Meets Ecosystem (session 746)

Entrepreneurial Ecosystem: Network Embeddedness, Institutions, and New Venture Growth in China

Author: **Xi Chen**; U. of Nottingham, China

Author: **Jiaosha Chen**; U. of Nottingham, China

Author: **Bat Batjargal**; Oklahoma State U.

Social network theory has established that the diversity of entrepreneurs' ego network is especially important for new venture growth. However, less attention is paid to how entrepreneurs' personal network is embedded in the local and institutional context. In this paper, we propose that entrepreneurs' personal network is embedded in the entrepreneurial ecosystem and their institutional context. We define ecosystem embeddedness as the degree to which an entrepreneurs' ego network covers a variety of sectors in an entrepreneurial ecosystem. We examine how and when it influences new venture growth in an entrepreneurial ecosystem in China. Employing a longitudinal survey of 83 entrepreneurs in China, we found that the ecosystem embeddedness of entrepreneurs' ego network is positively related with new venture revenue growth,

of a new venture.

[view paper \(if available\)](#)

Rivalry, Revenge, and Reactance: The Dark Sides of Entrepreneurial Motivation

Author: **Mark Bolinger**; Indiana U. - Kelley School of Business

Author: **Alex Bolinger**; Idaho State U.

Popular accounts are replete with examples of individuals who cite the influence of others (e.g., competing with rivals, desiring revenge, or seeking to prove others wrong) as primary motives for engaging in entrepreneurship. However, researchers have not systematically explored these “dark” sides of the influence of others as sources of motivation for initiating or persisting in entrepreneurial ventures. In this paper, we describe how the motivational effects of the dark side of the influence of others (DSIO) contrasts with more familiar sources of entrepreneurial motivation. Then, drawing on social comparison, equity, and psychological reactance theories, we unpack the distinct emotions and action tendencies associated with rivalry, revenge, and reactance, and the conditions in which each is more likely to foster entrepreneurial motivation. We describe the implications of our theorizing for broadening our understanding of the potential sources of entrepreneurial motivation and raise a variety of directions for future research.

[view paper \(if available\)](#)

What's Luck Got to Do with It? Examining the Attribution of Entrepreneurial Success to Luck (WITHDRAWN)

Author: **Katie Ingram**; Indiana U. - Kelley School of Business

Author: **Matthew Josefy**; Indiana U. - Kelley School of Business

Founders of a new venture can lead to successful business creation due to a combination of entrepreneurial alertness, skill, effort, experience, perseverance and timing. Yet as is also the case in strategy, it is often difficult to disentangle the role of chance, luck or serendipity playing a contributing

and this effect is contingent on the institutional context (incubator ownership) of their new ventures. The study makes theoretical contributions to the embeddedness literature, social network theory, and entrepreneurial ecosystem research.

[view paper \(if available\)](#)

Regional Entrepreneurial Ecosystems in Mexico: Gendered Perspectives

Author: **Allan Oswaldo Villegas-Mateos**; U. de Monterrey

Author: **Linda Elizabeth Ruiz**; EGADE Business School, Tecnologico de Monterrey

This research underlies the entrepreneurial ecosystem’s theoretical framework to analyze the variance in gender perceptions at regional levels. Using one of the Global Entrepreneurship Monitor’s surveys, the National Experts Survey, applied to a sample of N= 675 key informants in Mexico at ten entities, 183 of which were women expert’s responses. We used non-parametric statistics to compare the differences between women and men experts in Mexico and by each entity. The results indicate that only two entities (Mexico City and Querétaro) have a majority of the conditions of the ecosystems better perceived by women experts and none of the conditions evaluated show repeated levels of significance among all the entities, meaning that it is crucial to evaluate each regional ecosystem independently. These results may have some bias caused by the selection of an unbalanced sample between women and men experts in each entity. Therefore, it presents opportunities for the different levels of government to increase the impact of their policies and programs fostering more women and men to involve in entrepreneurial activities. It also contributes to the empirical literature of regional entrepreneurial ecosystems in emerging Latin American economies and to understand the role of women and men within the same.

[view paper \(if available\)](#)

Do Policy Makers Take Grants for Granted? The Efficacy of Public Sponsorship for

factor in venture success. We suggest that one fruitful avenue for research is consideration of the entrepreneur's own sensemaking process, to ascertain the extent to which he or she attributes luck as a factor in the profitability and prosperity of the venture. Through an inductive review of 48 interviews with successful entrepreneurs, we contribute to the literature a taxonomy of five types of luck attribution. These include agency, persistence, timing, alertness, and humility. We consider how these relate to similar constructs currently in the literature, such as serendipity, then develop theory regarding how descriptions of luck are part of the entrepreneur's sensemaking process.

view paper (if available)

Harry Potter and the Start-Ups: Fictional Personality Profiles Predict Entrepreneurship

Author: **Martin Obschonka**; Queensland U. of Technology

Author: **Teemu Kautonen**; Aalto U.

Author: **Tobias Ebert**; U. of Mannheim

Author: **Friedrich Goetz**; U. of Cambridge

Identifying relevant personality traits represents a renewed focus in modern entrepreneurship research. Researchers have been expanding the scope of personality models (e.g., by considering dark traits) but we particularly lack a deeper understanding on relevant personality profiles that connect bright with dark traits. To advance conceptual approaches and the empirical basis, here we ask: Is the fictional personality typology of Harry Potter houses, which offers a taxonomy of bright and dark traits in the general population, a useful concept in the empirical study of entrepreneurial personality? We present unique, new data from the TIME Magazine Harry Potter Study (N = 795,829 participants) that measured Harry Potter personality types (Gryffindor, Hufflepuff, Ravenclaw, and Slytherin). Based on psychological personality scales (Machiavellianism, agreeableness, courage, honesty-humility, and conscientiousness) and expert ratings that assign these traits to Harry Potter houses, we study relationships between the houses and entrepreneurial activity across 338 MSA's in the US. As expected, we find that the houses of Gryffindor and Slytherin, as a local personality cluster, predict

Entrepreneurship

Author: **Regan M. Stevenson**; Indiana U.

Author: **Alex Kier**; Washington State U. Vancouver

Author: **Shannon G. Taylor**; U. of Central Florida

Is public sponsorship effective at sparking innovative entrepreneurship or does it under-deliver given its intended outcomes? To deepen our understanding of public policies to promote innovative entrepreneurship, we investigate the short and long-term effects of grant sponsorship on venture growth and subsequent private investment funding. We adopt a temporal approach and assess our results using discontinuous growth modeling. This approach allows us to unpack the complexity of sponsorship interventions and provide insights into how quickly, how long, and under what conditions such policies augment growth. Using a proprietary sample of 129 ventures located in eight incubators over a four year period, we find that securing an initial grant increases the rate at which ventures acquire private investment capital over time, but decreases the rate at which ventures grow revenue over time. These results indicate that although there are advantages to receiving public sponsorship, there are also potential shortcomings as it appears to slow revenue trajectories when a longer term temporal perspective is used. We consider venture size as a moderator for these relationships and find significant moderating effects. We leverage signaling theory and draw on emerging research related to organizational sponsorship to discuss how our findings inform public policy and contribute to the entrepreneurship literature.

view paper (if available)

Game of Drones: Entrepreneurial Firms and Political Strategies in an Emerging Industry

Author: **Almantas Palubinskas**; Syracuse U.

In this paper we conduct an inductive study of the emerging drone industry that explains how and why new firms can influence the production process of regulations during the emergence of a new industry. Contrary to existing theories, we find that neither new nor large diversifying firms are able to shape the emerging industry's regulatory environment independently. Instead, we find that regulators

entrepreneurship. These results, which were robust when controlling for economic infrastructure and traditional measures of entrepreneurial personality, offer a new perspective on our holistic understanding of the entrepreneurial personality.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

provide both type of firms with an opportunity to shape the regulatory framework for the emerging industry. We find that by forming a coalition, and working together, new and diversifying firms provide complementary political resources that allow them to capture a regulatory institution's production process. Specifically, new firms provide signals of credible technical and industry knowledge, while diversifying firms provide traditional political resources that new firms lack (i.e. political ties and financial resources). As industry regulators require increasingly specific knowledge, this serves as a catalyst for change in the composition of existing coalitions and drives the emergence of new ones.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Entrepreneurial Intentions (session 744)

Corruption and Entrepreneurial Intentions: A Cross-National Comparative Perspective

Author: **Yifan Wei**; Asper School of business, U. of Manitoba

Author: **Yefeng Wang**; U. of Wisconsin, Whitewater

Author: **Da Huo**; Dalian U. of Technology

Author: **Lei Xu**; U. of Wisconsin, Whitewater

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

ENT

Family Firm: Survival and Performance (session 743)

(A)Void Suffering from Instability: A Meta-Analysis on Family Firm Performance

Author: **Todor Stefan Lohwasser**; WWU Münster

Author: **Felix Hoch**; WWU Münster

Author: **Franz Kellermanns**; U. of North Carolina, Charlotte

This meta-analysis, (176 studies from 36 countries), examines how the institutional environment and institutional instability moderate the relationship between family firm involvement and firm performance. Specifically, we trace the between-study variance to differences in regime type and political instability, while drawing on institutional voids as an explanatory factor. We show that family involvement has a positive influence on firm performance in democracies and autocracies but a negative influence in anocracies. Furthermore, we demonstrate that political instability negatively moderates the relationship between family firms and performance. Implications for family firms and institutional theory are discussed.

[view paper \(if available\)](#)

new light on the role of corruption in entrepreneurial intention and complements the literature of entrepreneurial ecosystems and international business.

[view paper \(if available\)](#)

An Integrated Conjunctive Model of the Drivers of Entrepreneurial Intention for Different Purposes (WITHDRAWN)

Author: **Evan Douglas**; Sasin School of Management, Chulalongkorn U., Bangkok

A common framework for the analysis of commercial, social, and other types of entrepreneurial intention (EI) is developed and tested. The model treats profit, psychic-income, social-impact, and innovation outcomes as interdependent goals underlying the perceived desirability of entrepreneurship. Heterogeneous valences of these goals generate multiple pathways to EI which evoke the different types of entrepreneurs found in the extant literature. The model is tested using fuzzy-set qualitative comparative analysis, revealing multiple configurations that each culminate in EI of one type or another, and reveal fine-grained information about interdependent causation and asymmetric data relationships consistent with the complexity of entrepreneurial behaviour.

[view paper \(if available\)](#)

Is Entrepreneurial Intention an Antidote to Ambiguity Aversion?

Author: **Anisa Shyti**; IE Business School

Many entrepreneurial decisions involve substantial ambiguity. Using contemporary decision theories, I elicit ambiguity attitudes, without estimating utility functions or risk attitudes. The experiment features two main conditions that are quantitatively equivalent, but differ in their textual framing. In the chance frame, likelihood of success depends on environmental contingencies, whereas in the skill frame, entrepreneurial skill can influence the likelihood of success. I control for participants'

A Trickle-down Model of Abusive Supervision and Firm Performance in Family and Non-Family Firms

Designated as a "Best Paper" for ENT

Author: **Kai Christian Bormann**; Bielefeld U.

Author: **Christina Hoon**; Bielefeld U.

Author: **Michael Graffius**; Berlin School of Economics and Law

Author: **Christopher Hansen**; U. of Trier

Social-exchange theory predicts higher-level leaders' abusive supervision to trickle-down to lower-level leaders' abusive supervision. We develop and test an extension to this conception by suggesting organizational level factors to shape this relationship. Integrating theories of stewardship and threat responses, we suggest that in family-owned firms the trickle-down effect of abusive supervision should be weaker than in non-family firms because of the former's higher stewardship culture and increased fear of competitive threats. This is then theorized to predict competitive differences among family and non-family firms. At the organizational level, we suggest higher-level abusive supervision to impair financial performance via serial mediation: It increases lower-level abusive supervision (Stage 1) and decreases employee job satisfaction climate (Stage 2). This indirect effect should be weaker (stronger) in (non-)family firms. We test our predictions across a field study of matched data from 61 supervisors and 190 employees and a multisource study containing 37,308 respondents from 149 organizations. We find support for most of our predictions. Implications for theory and future research are discussed.

[view paper \(if available\)](#)

Family Firms Survival in an Economic Downturn: The Generational Stage and Collaborative Intensity

Author: **Joan Freixanet**; Graduate School of Management, Saint Petersburg U.

Author: **Gemma Renart**; Research Group on Statistics, Econometrics and Health (GRECS) U. de Girona

Author: **Pilar Marques-Gou**; U. de Girona

entrepreneurial intention and relative overconfidence. Key findings indicate that, first, in both conditions, ambiguity attitudes depend on likelihood of success. Second, in the chance frame, participants predominantly exhibit ambiguity aversion, whereas in the skill frame, ambiguity seeking prevails. Third, relative overconfidence, orthogonal to entrepreneurial intention, does not explain the observed differences in ambiguity attitudes between skill and chance frames. Finally, entrepreneurial intention is relevant to the skill frame only, in which setting it significantly reinforces ambiguity seeking. Hence, entrepreneurial intention offsets ambiguity aversion in the pertinent context.

[view paper \(if available\)](#)

Non-Monetary Predictors of Entrepreneurial Intention Among Higher Educated Organizational Employees

Author: **Anna-maija Nisula**; Post-Doctoral Researcher

Author: **Heidi Olander**; Lappeenranta U. of Technology

The present study investigates entrepreneurial intentions among higher educated organizational employees, who intend to transit from an employee career to a self-employed one. Specifically, we investigate creativity as a desirability factor that gives rise to entrepreneurial intention, and general self-efficacy as a feasibility factor that refers to individual's confidence to take an intended action. In addition, we investigate general self-efficacy as a moderating variable between creativity and entrepreneurial intention. Based on a data collected from 303 higher educated organizational employees, we tested the proposed research model with SEM-PLS modelling. Our results show that creativity is a significant predictor of entrepreneurial intentions. We also found that general self-efficacy moderates the relationship between creativity and entrepreneurial intention and that the moderation effect is positive. It means that the higher the general self-efficacy the stronger the relationship between creativity and entrepreneurial intention will be.

This study examines the complex relationship between family governance and firm survival in the context of an economic downturn, by focusing on the influence of two key factors: the generational stage and collaborative intensity. For a proper test of these relationships, we performed Cox survival analyses over a sample of 269 SMEs followed from 2005 until 2014. The results show that while family firms survive more overall, their performance suffers more during a period of economic downturn, although they retain higher survival odds. The results further suggest a higher risk for first-generation family firms, thus pointing to the effect of the liabilities of newness. Finally, the findings indicate that, in a period of economic stability, those family firms with higher collaborative intensity with private firms exhibit a higher likelihood of survival. Instead, the results do not show benefits of a higher collaborative intensity with public entities, or that developed during an economic downturn, possibly due to the higher risks of partnerships which may set-off the potential benefits. The paper concludes with a discussion about academic, managerial and public policy implications.

[view paper \(if available\)](#)

Preserving Family Wealth: Toward a Theory of Social Capital in Enterprise Families

Author: **Maarten De Groot**; Vrije U. Amsterdam, School of Business and Economics

Author: **Oli Mihalache**; Vrije U. Amsterdam

Author: **Tom Elfring**; U. of Liverpool Management School

Enterprise families share ownership in multiple entities and multiple assets. Many strive for wealth preservation and benefit from family social capital. In the family business literature little attention has been paid to the families behind the enterprises. We answered to recent calls to uncover the origins of family social capital. Employing a multiple case study method, we offer a deeper understanding of the origins of family social capital by studying transgenerational enterprise families. We open the drapes on this secretive and hard to access unit of analysis by studying seven cases where the enterprise family maintained monetary prosperity for more than one hundred years with wealth

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

averaging billions shared by hundreds of family members. Our inductive qualitative study finds that enterprise family social capital appears to be enhanced by organizational structures, family learning, family identity and by family grounding. We distinguish our analysis from the literature on wealth creation through business venturing with these aggregate dimensions that explain how social capital is created and this may form the basis for wealth preservation strategies of enterprise families seeking transgenerational success. Furthermore, our findings pave the way for future research on family social capital.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

New Research/Theory 2 (session 747)

Look Who is Talking ...and Who is Listening: Integrative "We" voice in Entrepreneurial Scholarship (WITHDRAWN)

Author: **Dimo P. Dimov**; U. of Bath

Author: **Reiner August Schaefer**; Haskayne School of Business, U. of Calgary

Author: **Joseph Pistrui**; IE Business School

This paper explores the relationship between the study of entrepreneurs and the entrepreneurs we study. Scientific description invites a third- person stance toward phenomena. Entrepreneurial action has an irreducible first-person ontology of human agency. We argue that the sharing of ends and reciprocity of reasons can bring scholars and entrepreneurs together into a unifying practical decision-making perspective. An integrative voice in scholarship can collapse the dualism of rigour and relevance.

view paper (if available)

Condemned to Be Free: An Existentialist Perspective on Founder Freedom

ENT

Regulations (session 748)

Corporate Taxes and Entrepreneurial Activity

Author: **Ana Venancio**; ISEG (Lisbon School of Economics & Management), U. de Lisboa

Author: **Victor Barros**; ISEG (Lisbon School of Economics & Management), U. de Lisboa

Author: **Clara Raposo**; ISEG (Lisbon School of Economics & Management), U. de Lisboa

We examine the impact of corporate taxation on entrepreneurship, using a quasi-natural experiment, which substantially reduced the corporate tax rate for start-ups located in inland municipalities in Portugal. Using a difference-in-differences approach and IV regression, we find that the tax reform increased firm entry by approximately 0.41% and birth job creation by 0.24% on a monthly basis, corresponding to an increase of 29,150 new firms, and 223,500 new jobs over a period of three years. We find that the entrepreneurs that took advantage of this tax reform are male, relatively older and well-educated individuals. Their start-ups are relatively larger (up to 10 employees) and are on average more productive and more likely to survive their first three years. These findings suggest that corporate taxation is an imperative constraint for entrepreneurship, particularly for high-quality

Author: **Kevin Morrell**; Durham U. Business School
Author: **Andy Lockett**; U. of Warwick
Author: **Deniz Ucbasaran**; U. of Warwick

A common theme in the entrepreneurship literature is that founders experience greater freedom than those working in established organizations. Much of this literature relies on a contrastive sense of freedom: either “freedom from” structures of control or “freedom to” realise personal potential. We advocate a more expansive account of founder freedom drawing on existentialism. Freedom is the central concern of existentialist writers and this diverse group emphasises not just the opportunities of freedom but its intrinsic and perpetual challenges – what one might call the “dark side” of freedom. This is not a contrastive “freedom from” or “freedom to” but a more fundamental state of “being free”. We develop a broader conceptualization of founder freedom and derive implications.

view paper (if available)

Did Edith Penrose’s Theory of Entrepreneurship Borrow Frank Knight’s Notion of ‘Services’?

Author: **Jason M. Pattit**; U. of St. Thomas
Author: **J C. Spender**; Kozminski U.

Entrepreneurship theorists puzzle whether the creation of economic value differs from its acquisition, and over the ‘business ethics’ involved. Organization theorists generally see value creation as the fruit of disciplined design and administration. In contrast, economists find value and its growth more perplexing. While Paul Romer’s theory of endogenous growth won him the 2018 Economics Nobel, his colleagues mostly ignore Edith Penrose’s theory of firm growth, even as they accept firms are the principal engines of economic growth. When she became Fritz Machlup’s student in 1947 Penrose found little in mainstream or Austrian economics to guide her. While she conceded Kenneth Boulding’s influence, we suspect she drew more on his teacher Frank Knight’s notions. Perhaps unwittingly, she borrowed Knight’s separation of the firm’s resources from the economic services they provided. This became core. Along with John Commons, Knight helped shape US institutional economics, as well as Ronald Coase’s 1937 questions about why entrepreneurs chose to create firms when markets

entrepreneurs. High-quality entrepreneurs can more easily overcome the hurdles of tax legislations and raise the required capital to start their ventures.

view paper (if available)

Evaluating the University Impacts of the Research Excellence Framework in the United Kingdom

Author: **Maribel Guerrero**; Newcastle Business School, Northumbria U.

Policymakers, scholars and the higher education funding bodies believe that the outputs of research should be as widely accessible as possible. For this reason, a public policy intervention, known as research excellence frameworks (REFs) have been designed and introduced in 2014 and 2021 in the United Kingdom. REF covers both research-related outcomes and impact on the regional and national economy. This study offers the first evidence about the implementation and the preliminary outcomes of public intervention (REF2014) in universities which remains a gap in the literature. This study estimates the direct effect of policy on university outcomes and organisational factors that increase the university outcomes under REF.

view paper (if available)

Is Starting Unregistered Beneficial for Firms? The Moderating Role of Institutional Context

Author: **Dawit Assefa**; U. of Messina
Author: **Bisrat Misganaw**; NEOMA Business School
Author: **Ana Colovic**; NEOMA Business School

Building on the resource-based view and social network theory, we examine the relationship between informality and firm performance. Based on an empirical investigation covering 121 countries over the 2006-2018 period we show that firms that started unregistered perform better than firms that started registered. We also show that the relationship between time spent unregistered and firm performance is curvilinear, taking and inverted-U shape, and that firms operating in countries marked by poorly functioning formal institutions benefit longer from staying unregistered. Our

were available. Penrose engaged related questions. Given mainstream economists' pursuit of rigor at the expense of practical relevance and their continuing inattention to Coase's work, we argue further exploration of Knight's and Penrose's entrepreneurship might lead to useful new insights.

[view paper \(if available\)](#)

The Lighthouse-Keeper in Economics: Property Rights Entrepreneurship and the Externality Problem

Author: **Thomas J Dean**; Colorado State U.

Author: **William R. Forster**; Willamette U.

The lack of effective property rights regimes is a root cause of numerous undesirable outcomes from market-based systems. We argue for more attention to the nature of property rights for a host of assets and propose a dynamic theory of property rights which recognizes their evolutionary nature and the role of entrepreneurs in their creation and development. We suggest that the actions of profit-motivate entrepreneurs initiate and encourage the development of property rights for markets for externalities. We argue that property rights entrepreneurship is more important and pervasive than recognized in the literature and point to numerous examples throughout economic history, from evolving intellectual property protections for biotechnology firms to the protection of Alaskan king crab fisheries. We present a process model which summarizes the dynamics of property rights entrepreneurship. We also introduce novel constructs to the field, including property rights voids, enabling conditions, the activation level of excludability, accelerating resource degradation, the presumption of rights, and distinctions between asset-rights and product-rights entrepreneurship. We also distinguish between rights creation (the generation of regimes of excludability) and rights capture (the acquisition of those rights). Finally, we discuss implications for the efficient functioning of markets, the preservation of resources, and social welfare.

[view paper \(if available\)](#)

Asynchronous

findings have important implications both for managers and for policy makers.

[view paper \(if available\)](#)

Legalizing Legitimate Ink: Licensing and Entry in the Tattooing Industry

Designated as a "Best Paper" for ENT

Author: **Fabian Diaz**; Syracuse U.

Author: **Maria Minniti**; Syracuse U.

Consensus in the legitimacy literature suggests that more legitimacy is always preferred to less. This, however, neglects to consider the cost of different legitimization strategies. We expand upon extant literature by treating legitimacy as a process and arguing that the costs entrepreneurs must incur to legitimize their ventures are contingent on the viability of substitute strategies, that is, the presence of both conformance and cognitive legitimacy strategies. Furthermore, we suggest that these costs also influence significantly the attractiveness and potential exploitation of opportunities. We test our argument using licensing requirements and measurable variations in established cognitive legitimacy in the tattooing industry. We find support for the notion that regulatory and cognitive legitimacy represent substitute legitimization strategies. We also find evidence that the costs of legitimating strategies matter. Specifically, we find that the early introduction of regulatory conformance strategies can induce firm entry, but this effect dissipates as cognitive legitimacy in the industry increases

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Small-Medium Enterprises (SME) 1 (session 749)

Embracing Challenging Environment: Decision-Making Approaches and Performance of Russian SMEs

Designated as a "Best Paper" for ENT

Author: **Galina Shirokova**; Graduate School of Management St.Petersburg State U.

Author: **Anastasiia Laskovaia**; Graduate School of Management St.Petersburg State U.

Author: **Hossein MahdaviMazdeh**; U. of Calgary

Prior research established effectuation and causation as two decision-making processes (behavioral logics) having distinct, context-dependent implications for firm performance. This study aims to broaden the understanding of these decision-making processes by investigating their effectiveness for Russian SMEs in the context of adverse economic conditions. Furthermore, first time in the literature, we embrace a broader view of performance implications of effectuation and causation, theorizing and empirically testing their impact not only on the level of firm performance, but also on its variability. The findings suggest that the context of economic crisis in an emerging market creates significant contingencies in the relationships between effectuation, causation, and firm performance, substantively affecting the effectiveness of these behavioral logics. In particular, we demonstrate that for the firms affected by crisis, causation brings marginal performance improvements while also making it highly unreliable (variable), while effectuation leads to performance improvements coupled with higher reliability.

[view paper \(if available\)](#)

How Co Creative Entrepreneurs Respond to the Tension Between Art and Business?

Author: **Viktoriia Pisotska**; Department of Business and Management, LUISS Guido Carli U.

Author: **Luca Giustiniano**; Luiss Guido Carli U.

Author: **Kerem Gurses**; La Salle, U. Ramon Llull

Relying on the paradox and entrepreneurship literatures, coupled with social network and practice theories, this study uncovers how creative entrepreneurs respond to the tension between art and business in terms of their inherent motivations, social ties and practices in the process of creative entrepreneurship, divided into three cumulative phases of prelaunch, launch and post-launch. The multiple case studies method is used by examining founders of creative enterprises operating in the film industry in Europe. The research contributes to the under-researched phenomenon of creative entrepreneurship from both personality and social perspectives, to the literature on paradox and contradiction by exploring the micro- foundations of tensions, to the practice theory by highlighting the agency of creative entrepreneurs in generating and adapting practices necessary to deal with conflicting demands of creative entrepreneurship. Managerial implications for the training of creative entrepreneurs are highlighted.

[view paper \(if available\)](#)

To What Extent Do Board Interlocks Matter for New Venture Growth and When Do They Matter More?

Author: **Tatevik Harutyunyan**; NHH Norwegian School of Economics

The extant research addresses different aspects of the role of boards in new ventures (Li, Terjesen, & Umans, 2018). Board interlocks, instead, are understudied in the entrepreneurial setting (Lamb & Roundy, 2016). Moreover, findings on one of the most researched relationships in interlock literature – the relationship between board interlocks and firm performance – are inconsistent (Lamb & Roundy, 2016). Therefore, the paper investigates the extent to which and under which conditions board interlocks are related to new venture growth. The paper suggests a closer look at the characteristics of board interlocks, interlocking firms and environment surrounding new ventures in search for instances when board interlock matter (more) for venture growth. To address the relationships, I employ the Norwegian registry data – a longitudinal employer-employee matched dataset of all Norwegian residents and firms with the possibility to identify board directors and their affiliations, among an array of other variables/indicators. Enabled by data, the study design is longitudinal that is a step forward in board research (Mizruchi, 1996). As of 2014, the sample consists of about 62,000 interlocking firms, and among these, 25% are new ventures (15,000). The analyses show that board interlocks are double-edged swords, as their presence and characteristics are in contrasting relations with different aspects of new venture growth – growth in sales, assets, equity, profit and number of employees.

[view paper \(if available\)](#)

Institutionalizing Informal Interactions: The Daily Stand-Up Meeting as an Interaction Work Ritual

Author: **Jinia Mukerjee**; Montpellier Business School

Author: **Raghu Garud**; Pennsylvania State U.

We examine a work practice labelled the “daily stand-up meeting” (DSM) employed by a successful entrepreneurial firm to institutionalize emergent coordination. Drawing on Collin’s theory of interaction rituals, our ethnographic study identifies how the DSM facilitates informal interactions between members around emergent issues to enable task and socio-emotional coordination. Task coordination occurs by (a) establishing accountability and predictability, (b) generating task-related feedback and decision-making, and (c) creating common knowledge. Socio-emotional coordination occurs by facilitating (a) the sharing of positive emotions, and (b) the sharing of negative emotions. Besides enabling task and socio-emotional coordination, the daily standup meetings also serves two organizational functions—the socialization of newcomers, and providing the organization with a capacity to deal with unexpected events during scale-up.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ONE

ONE Planet 2020-2030: Coupling Management Research with Grand Societal Challenges (session 249)

The objective of this Global Panel is to discuss the main grand challenges faced in different parts of the world and propose a research agenda for the next 10 years. We as Organizations & Natural Environment researchers have an opportunity to advance the 2030 United Nations Sustainable Development Goals agenda and contribute with actionable ideas based on our research.

Real-time Presenter

LIVE - PRESENTER

PLENARY SESSION

OMT

OMT Business Meeting (session 246)

Real-time Presenter

MEETING

LIVE - PRESENTER

PNP

Broadening our Sight - Valuing Ways of Knowing and Doing Beyond the Mainstream (session 250)

The Public & Nonprofit Division will host their annual plenary discussion on the topic of valuing ways of knowing and doing beyond the mainstream. At a time when new approaches to policy development and implementation are being sought, Indigenous knowledges (IK) can provide new insights leading to increasing interest in both the recognition and integration of different types of knowledge to create new understandings and increase what we can “see” and what we value. The aim of this panel is to bring broad and multi-disciplinary perspectives to this topic. A group of eminent experts will explore this topic to develop dialogue around the relationships between different knowledge types and their potential impact for public and nonprofit organizations and activity. The moderator will be Professor Catherine Althaus from the University of New South Wales Canberra (Australia) and the Australia and New Zealand School of Government.

Mock Live

PLENARY SESSION

MOCK LIVE

ODC

Organizational Interventions for Change (session 244)

Loosening Control Without Losing It: Learning to Speak Up in a Military Organization

Winner of ODC Division Best Doctoral Student Paper

Author: **Steven Van Baarle**; Eindhoven U. of Technology

Author: **Annelies Bobelyn**; Eindhoven U. of Technology

Author: **Sharon Dolmans**; Eindhoven U. of Technology

Author: **Georges Romme**; Eindhoven U. of Technology

Speaking up is essential to employee empowerment and organizational performance. Extant research on employee voice in organizations has focused primarily on its various outcomes and has hardly or not addressed voice as a process (i.e. the mechanisms that precede or enable voice, the reception of voice, and its effects on reflection and decision making) in an actual organizational setting. As such, existing models and theories do not explain how powerful actors can actually empower other actors to speak up. To address these shortcomings, this study explores how speaking up can be fostered in an organizational setting that has long thrived on command and control. For this purpose, an intervention was designed and subsequently tested it in ten military teams including 133 participants. Primarily drawing on 120 hours of recorded meetings, and additional qualitative and quantitative data, our findings suggest that the decision whether, when, or how to speak up is a learning process unfolding over time, for both powerful and less powerful actors involved. This learning process can be facilitated by the deliberate use of transformative power, by dynamically combining three activities: guiding, inviting and challenging both powerful and less powerful actors in the context of their team meetings. Whereas the intervention appears to increase psychological safety and foster individual and team voice outcomes, its effects are limited when the team context is turbulent or when the expectancies of the team leader and team members diverge. Grounded in qualitative and quantitative data, we develop a causal loop model capturing the various contexts, triggering conditions, processes, outcomes, and feedback loops relevant to voice.

[view paper \(if available\)](#)

The Flourishing of School Principals: An Intervention Study

ODC Action Research Paper Award

Author: **John Molineux**; Deakin U.

Author: **Jon Billsberry**; U. of Wollongong

Author: **Adam Fraser**; The Energy Factory

The paper reports the findings of a 12-month-long action learning intervention study involving 13 groups of school principals and other school leaders. It was developed in response to a pressing need in school principals to improve their levels of stress, wellbeing, work-family balance, and recovery, caused in part by their isolation. With theoretical underpinning from the human flourishing literature, professional development focused on improving the connectiveness of participants while lessons from positive psychology were being embedded. The intervention itself consisted of an integrated set of techniques designed into four one-day workshops over a 12-month period plus development activities spaced between the workshops. The techniques were drawn from psychology, health, human resource management, and other fields in a unique and context-specific design. Specific techniques included practices from positive psychology, mindfulness, the Third Space (Fraser, 2012), job crafting, acceptance and commitment therapy and work-life changes. The process involved significant

relationship support within the action learning groups and through the use of buddies. The outcomes of the intervention were measured both quantitatively and qualitatively. The results show significant reductions in stress and increases in wellbeing, work-family balance, and recovery. In the discussion, the applicability of this intervention for use in other countries and contexts with school leaders, school principals and head teachers is discussed.

[view paper \(if available\)](#)

Creating Safe Spaces - Accelerating Change by Unlocking the Full Potential of Employees

Author: **Gary Allen Gray**; Bowling Green State U.

Have you ever been in a meeting or a conversation at work and didn't speak up about something you disagreed with or knew was wrong? Do you have people in your group that don't voice their opinions? Have you used the phrase "silence is acceptance"? These are the questions I explore in this article and what the impact of these types of behavior are on individuals and the organizations where they work. Organizations need people to contribute to the activities of the business fully, and remaining silent is potentially withholding valuable information. If you have done this, how did you feel afterward? Did you feel good about it, or did you worry that something might go wrong, and you could have prevented it? Organizational change is uncomfortable for many people, but if we all contribute, regardless of if we agree or not, the best possible changes may occur. Disagreeing with a proposed change is not always a bad thing; some changes shouldn't happen. If you have done any of these things, or are guilty of creating an environment where these types of behavior occur, then you need to understand the importance of safe spaces in organizations, and ending the silence of employees.

[view paper \(if available\)](#)

From Review to Framework: Conceptualizing Generativity for Organization Development

Author: **Cees Hoogendijk**; U. of Twente

During the last two decades, the term generativity and its adjective generative have acquired a modest place in the vocabulary of organization development practitioners and scholars; they describe generativity as an idea-giving, future-forming and self-perpetuating ambition of sustainable change and development. The literature review presented in this paper shows that this and many other interpretations of generativity in organizational contexts contain fragility, which may weaken the underlying aspirations of moving toward flourishing organizations. We promote a more robust and proper use of the term generative/ity. For this, we develop in this paper a conceptual framework that broadens our sight on generativity and its related concepts in the context of organization development. We offer suggestions for further research into strategies or interventions that have the fitness to strengthen organization's possibilities to adapt and survive. Can generativity be organized, and if so, how? We invented the word genarrative to address the 'performative proficiency' of organization development practitioners and (their) change leaders who strive for healthy, flourishing organizations. For an optimal return on organizational generativity we need scholars and practitioners of organizational development to join forces, mainly by adapting to the processual nature of generativity, and its seven manifestations.

[view paper \(if available\)](#)

HR

Work and Co-Worker Interactions (session 830)

Factors of Social Exchange Relationships for TQM Involvement of Employees in Hotels (WITHDRAWN)

Author: **Chung-Jen Wang**; National Pingtung U. of Science and Technology

Author: **Chin-Pin Li**; Tainan Municipal Jincheng Junior High School

This study examines how the quality of social exchange relationships at work with a leader (leader-member exchange; LMX) and team members (team-member exchange; TMX) can predict employee TQM involvement in the context of hospitality. Using Structural Equation Modeling (SEM), various hypotheses are tested using data gathered from 811 frontline employees of international tourist hotels in Taiwan. The results reveal that both LMX and TMX have direct positive effects on employee TQM involvement. Further, mediated path analyses show that both LMX and TMX have indirect positive effects on employee TQM involvement via self-efficacy and job satisfaction, and these results provide a clear understanding of the causal chain mechanism about employee TQM involvement behavior operating in such social relationships. The implications of these findings in hospitality are also discussed.

view paper (if available)

Workplace Cyberbullying and Interpersonal Deviance: Role of Depletion and Supervisor Support

Author: **Zhenduo Zhang**; Harbin Institute of Technology

Author: **Li Zhang**; Harbin Institute of Technology

Author: **Miaomiao Li**; Harbin Institute of Technology

With the spread of Information Communication Technology (ICT) in Chinese public sector organizations, workplace cyberbullying has become the new form of bullying besides traditional face-to-face bullying. This research aimed to explore the

OCIS

STR

Organizing Work with Algorithmic Augmentation and Artificial Intelligence (session 251)

With the rise of artificial intelligence (AI), we see renewed interest in algorithms that underlie all digital work. The aim of this symposium is to gather our different understandings of algorithms across different disciplines and divisions, and make sense of what we know and what is important to focus on next. Current scholarship shows us that algorithms - a set of digital instructions that are implemented to achieve a goal - enable humans to work more effectively and augment our capacities. At the same time, algorithms are affordances that, in use, can manifest consequences differently to plans and design. Algorithms organize, manage, and control many tasks that are delegated to them by humans; however, this control is not always obvious, transparent, or equitably balanced. We also know that machine learning algorithms are moving beyond initial design to offer unique solutions for unsupervised and uncertain environments and problem spaces. There is growing anticipation about the possibilities of AI and algorithms at work. We hope to unpack current scholarship in this symposium and seek overlap between different domains interested in algorithms and AI in organizational settings and beyond.

AI in Organizations: Research Opportunities

Robert Channing Seamans; NYU Stern

The Fine Lines of Dissent of Working with Algorithms

Emmanuelle Vaast; McGill U.

Doubting the Diagnosis: The Role of Ambiguity When Forming Professional Judgments with AI Tools

Natalia Levina; New York U.

Sarah Lebovitz; U. of Virginia

Hila Lifshitz-Assaf; New York U.

daily influence of workplace cyberbullying on interpersonal deviance by using an experience sampling method. We collected 750 matched data from 150 full-time employees working in the public service sector in China for 5 consecutive days. A multilevel analysis was then performed to construct a moderated mediation model. The results showed that daily workplace cyberbullying increased interpersonal deviance by increasing personal ego depletion. Furthermore, the indirect effect of workplace cyberbullying was stronger when there was a low level of perceived supervisor support. Our research provides a comprehensive and dynamic insight into the relationship between workplace cyberbullying and interpersonal deviance.

[view paper \(if available\)](#)

Sociability Between Coworkers and Social Fit at Work

Author: **Thomas Lyttelton**; Yale U.

Social interactions vary across workplaces, in part because workers and managers treat informal social interactions as a facet of workplace cultures, encouraging it in some instances and suppressing it in others. Equally, such interactions are consequential for social capital, and may be a dimension of cultural fit. Thus processes of status attainment and resource allocation may vary across workplaces in concert with their sociability. Using a new measure of time spent with coworkers, constructed using the American Time Use Survey, this paper shows that work explains a great deal more variation in sociability between coworkers than individual characteristics. The extent of shared workplace identities, influenced by occupational competition levels and union membership, and incentives to socialize are two important mechanisms in this process. Moreover, norms and expectations of appropriate behavior in the workplace accompany occupational differences in sociability, and matching these expectations is consequential for workers' earnings.

[view paper \(if available\)](#)

Organizing in the Age of Organic Machines

Youngjin Yoo; Case Western Reserve U.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

INTERNATIONAL

RESEARCH

THEME

How Social Dominance Orientation Effects Social Influence? A Serial Mediation Model

Author: **Tahira Saudagar**; Information Technology U.

Author: **Adeel Tariq**; National U. of Sciences and Technology (NUST)

Author: **Afsar Bilal**; Hazara U.

This research investigates how social dominance orientation of employees gain social influence in their organizations. A serial mediation model has been developed where impression management and workplace status have been suggested as serial mediators between social dominance orientation and social influence. The theoretical model has been explained using social influence theory that explain how people gain social influence through different tactics. A total of 350 multi-sourced responses were collected through a time lagged design with three-time intervals from service sector organizations. Results indicated a good support for the proposed model and it was empirically supported that employees who possess social dominance orientation use impression management tactics to achieve higher workplace status and ultimately, gain social influence in the organization. Limitation, future research and managerial implications have been discussed.

[view paper \(if available\)](#)

When Do I-deals Make One Central? Contextual Effects of Task Interdependence and Power Distance

Author: **Farid Jahantab**; U. of Texas at El Paso

Author: **Prajya Rakshit Vidyarthi**; U. of Texas at El Paso

Author: **Smriti Anand**; Illinois Institute of Technology Stuart School of Business

In this study, we integrate idiosyncratic deals (i-deals) research with social network perspective and examine the implications of i-deals for employees' social networks. Specifically, drawing upon social exchange theory we suggest that i-deals have implications for employees' centrality in the workgroup advice network and that advice network centrality mediates the relationships between i-deals and job performance. Further, accounting for

the workgroup context, we suggest that workgroup structural and social attributes influence the strength of the relationship between i-deals and advice network centrality. Multi-level modeling using time-lag data from 222 employees nested in 40 workgroups showed a positive relationship between i-deals and advice network centrality with advice network centrality mediating the relationship between i-deals and job performance. Moreover, moderation analyses revealed that the workgroup structural attribute of task interdependence and social attribute of leader power distance strengthen the i-deals-advice network centrality relationship. Implications and directions for multi-level and social network research are discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

08:30 EDT - 10:30 EDT

Monday, 10 August

ONE

The House is on Fire! Business Action Towards the 2030 United Nations Sustainable Development Goals (session 831)

With this professional development workshop, we aim to develop an insightful discussion on the role of companies in achieving the Sustainable Development Goals (SDGs) on time. The 2030 Agenda for Sustainable Development consists of 17 goals with 169 targets to be achieved by all member countries jointly. This list includes actions to address major grand challenges such as climate action, affordable and clean energy, responsible consumption and production, quality education, sustainable cities and communities, social equality, the eradication of poverty, and the development of partnerships for achieving these goals, among others. Understanding the role of companies in the pursuit of the SDGs is important as they are crucial actors within the different UN member countries. We believe this PDW might be of interest for ONE Division members because tackling grand challenges through the achievement of the UN SDGs is critical for our community. We are lucky to have a panel of diverse and well-reputed scholars from our division that will share their insightful thoughts on the topic. The format of the workshop will provide a meaningful experience since the audience will have the opportunity to interact with the panel members and other attendants to spur dialogue on the critical issues that threaten our era.

This PDW is open to all interested persons

Asynchronous

THEME

PDW (WORKSHOP)

ASYNCHRONOUS

OB

MOC

Shared Leadership in Context: The Mutual Influences of Situation and Process (session 253)

Although shared leadership has been demonstrated to play an intriguing role in enhancing team effectiveness, both the theory and empirics of shared leadership, particularly regarding context, are still somewhat sparse. This hinders us from a better understanding of how this construct works during team processes. Focusing on the context around shared leadership, what becomes imperative is to understand when and how shared leadership develops and becomes effective in the team process. Accordingly, this symposium highlights the function team contexts play in the process of shared leadership development as well as provides insights and unique perspectives for researchers to better understand the nomological network of shared leadership. With four empirical studies employing different research methodologies, including survey, lab experiment, and experience sampling, our symposium utilizes an innovative, breakout-style format (called for by Academy leaders) and discussion-theme integration to facilitate better interaction for our Academy participants. Finally, our research and innovative format are brought together by the renowned researcher in leadership and teams, Dr. Dorothy Carter, as she discusses our symposium's exploration of the mutual interaction between leadership process and team situations.

Real-time Open

LIVE - OPEN

SYMPOSIUM

RESEARCH

OSCM

Best Student Paper Award (session 254)

Subcontracted Labor Mix in Projects Teams: The Benefits and Costs on Financial Performance

Author: **Antoaneta Momcheva**; Operations and Supply Chain Management

Author: **Fabrizio Salvador**; IE U.

Author: **Emmanouil Avgerinos**; IE U. - IE Business School Madrid, Spain

Organizations increasingly staff project teams with subcontracted workers, in order to adapt to variations in demand and access specialist expertise. Despite the importance of this phenomenon, there is scant research on the effect of subcontracted workers on project performance. Investigating such an effect is important because past findings on the effects of subcontracting in retail or assembly lines cannot be simply extrapolated to the more demanding project tasks. We therefore develop and test a theoretical model to conceptualize how and under what conditions subcontracted workers impact project performance. We test our hypotheses analyzing 413 projects of a European high-tech manufacturing firm. Our results show that reliance on subcontracted workers in complex projects can positively impact project margins, especially for larger teams. However, the positive effect is attenuated in projects with many scope changes. We also focus on the level of expertise of subcontracted workers and find that the positive effect on project performance is stronger for lower skilled subcontracted workers than for higher skilled ones. Our results also show that project managers systematically underestimate project margins at the beginning of the project when using a substantial amount of subcontracted labor.

[view paper \(if available\)](#)

Prototyping a Routine Building-Intervention to Develop Towards a Lean Organization

Author: **Wilfred Herman Knol**; HAN U. of Applied Sciences

Author: **Kristina Lauche**; Radboud U. Nijmegen
Author: **Roel Schouteten**; Radboud U. Nijmegen
Author: **Jannes Slomp**; HAN U. of Applied Sciences

This paper prototypes an intervention based on the premise that to develop towards a lean organization, organizational routines need to be built in lean operations and continuous improvement (CI). We draw on organizational routine theory to develop four intervention principles covering the interplay between the performative aspect (refers to enacting), the ostensive aspect (related to understanding) and artefacts of lean operating and CI routines. The intervention aims to identify suitable lean operating routines and then build CI routines to improve lean operating routines. The intervention consisted of five workshops and several coaching sessions for managers and employees of a small manufacturing company. The data support our intervention principles; building CI routines developed understanding of lean operating routines and implemented related artefacts. Subsequently, both improved lean operating routines. These findings support the premise of building organizational routines for lean management and suggest that the prototype intervention helps to develop towards a lean organization. Practitioners can use these findings and the intervention to reflect on their own development towards a lean organization. Consultants and educators can use them to reflect on their activities, educational programs and belts and incorporate organizational routine-building into their approach.

[view paper \(if available\)](#)

Buyer-Supplier Networks and Innovation: The Role of Shared Technological Knowledge

Author: **Shubhobrata Palit**; Georgia Institute of Technology

Author: **Manpreet Hora**; Georgia Institute of Technology

Author: **Soumen Ghosh**; Georgia Institute of Technology

Supplier networks are an important source technological knowledge spillovers. We analyze the role of shared technological knowledge between

buyers and their supplier networks on the former's innovation performance. Using a panel data of buyer-supplier relationships and the patenting activity of the respective firms, we address the following research questions: What moderating role does shared technology between a buyer and its supplier network play on the relationship between technology diversity of a buyer's supplier network and buyer's innovation performance? What moderating role does shared technology between a buyer and its supplier network play on the relationship between geographic proximity of the buyer from its supplier network and buyer's innovation performance? What moderating role does shared technology between buyer and its supplier network play on the relationship between buyer's diversification level and its innovation performance? We show that the level of shared technological knowledge, representing complementary or similar knowledge, can be significant in strengthening or weakening the associations between different characteristics of supply chain partners and innovation performance.

[view paper \(if available\)](#)

When Managers Meet Models: Integrating Human Judgment and Analytics

Author: **Rebekah Inez Brau**; U. of Arkansas Sam M. Walton College of Business

Author: **John Aloysius**; U. of Arkansas Sam M. Walton College of Business

Author: **Enno Siemsen**; U. of Wisconsin, Madison

Data analytics and machine learning are increasingly prevalent in emerging forecasting practice. Despite the growth in model-based forecasting, practitioners continue to employ human judgment to incorporate contextual information to improve the accuracy of model forecasts. Our research uses an experiment to examine how human judgment and statistical models may be best integrated to improve forecast accuracy within heterogeneous forecasting environments. Our findings suggest that human judgment provides a significant benefit to forecasting. Specifically, integrated forecasts (i.e., forecasts that combine human judgment with computational analytics) can substantially improve forecast accuracy compared to non-integrated

forecasts. We find however that this improvement in accuracy is dependent on the method of integration. Human guided machine learning is the most effective method of integration in comparison to other methods commonly used in practice and studied in the academic literature. In keeping with theory, we call for further empirical testing of forecasting methods that leverage the strengths of human judgment and the strengths of models, and urge study of implementation issues in practice.

[view paper \(if available\)](#)

Real-time Presenter

RESEARCH

PAPER SESSION

LIVE - PRESENTER

TIM

University Research: TIM Conversations - Scholars & Innovation (session 255)

Atop the Shoulders of Students: The Hidden Costs of Academic Entrepreneurship

Author: **Maria Roche**; Harvard Business School

This paper examines the impact of exposure to an advisor engaged in entrepreneurship on the innovative output of their advisees. Using a unique sample of advisors and advisees in computer sciences and engineering at a top US research university, we assess variation in PhD students' innovative and career outcomes before and after research faculty transitions into entrepreneurship. We address concerns associated with sorting by examining factors determining an advisor-advisee match. We further apply an instrumental variable approach to address the potential endogeneity of entrepreneurial activity. Our results suggest that although starting a company only slightly impacts professors' own productivity, exposure to an advisor engaged in entrepreneurship has a substantial negative influence on PhD student publication during and after completion of the PhD program. Further, we find that exposed students are more likely to become entrepreneurs upon graduation, less likely to have their first position at a prestigious firm, and less likely to hold faculty positions. We provide evidence that these results are unlikely to be driven by selection on observable quality characteristics or reduced mentoring, but more likely a result of managerial changes. Overall, this paper takes an important step towards understanding the consequences of entrepreneurship for scientific productivity and the development of human capital providing broader implications for the organization of science and management research.

[view paper \(if available\)](#)

Gender-Based Preferences for Tech? Field Evidence from an Internet-of- Things Platform

Designated as a "Best Paper" for TIM

Author: **Nilam Kaushik**; IIM Bangalore

Author: **Kevin Boudreau**; Northeastern & NBER

Why do gender disparities persist in STEM education and technology sector employment? We report on a field experiment in which 92,678 U.S. university-educated individuals from all disciplines and career stages were given the opportunity to join a representative tech opportunity designed to accept all backgrounds. While males are more willing to participate than females in broadest population averages; females in male-dominated fields are at least as willing to participate as male counterparts. Results cannot be explained away by work environment, academic achievement, opportunity costs, or differences in age and cohorts. Therefore, while results indicate widely varying "tastes for tech," it is incorrect to suggest that either sex has a generally higher propensity to participate.

[view paper \(if available\)](#)

Origin of Originality in Science: Inter-Generational Knowledge Transfer in Academic Training

Author: **Sotaro Shibayama**; U. of Tokyo

Author: **Jian Wang**; Leiden U., The Netherlands

Novelty drives the progress of science. While the previous literature has uncovered a variety of determinants of

novelty, our understanding is still scant as to how individual scientists acquire the skills and tastes for novelty and how novelty is built into the practices and norms of science. To fill this gap, this study focuses on academic training as a key mechanism for fostering novelty in junior scientists and thus passing novelty down to the next generation. With a sample of 696 PhD graduates and 153 their supervisors in life sciences, this study presents three key findings. First, students' novelty is significantly associated with their supervisors' inclination to novelty. This association is further magnified when students are allowed higher autonomy and greater room for exploration. These findings suggest that academic training does offer an arena for transferring novelty across generations. Second, PhD graduates trained by supervisors with novelty inclination continue making novel discoveries even 10 years after graduation. This training effect is pronounced if they are engaged in novel PhD projects, suggesting that learning-by-doing plays a role in training for novelty. Third, students trained by supervisors with novelty inclination exit earlier from academic careers. This suggests a tradeoff in academic training oriented towards novelty, which nurtures novelty in the junior generation but risks their career progression.

[view paper \(if available\)](#)

Fire and Mice: The Effect of Supply Shocks on Basic Science

Designated as a "Best Paper" for TIM

Author: **Stefano Horst Baruffaldi**; U. of Bath

Author: **Dennis Byrski**; Max Planck Institute for Innovation and Competition

Author: **Fabian Gaessler**; Max Planck Institute for Innovation and Competition

We study how a negative supply shock to research-related assets affects the production of scientific knowledge. In particular, we exploit the 1989 Morrell Park fire that destroyed a considerable share of the world's largest mice breeding facility, the Jackson Laboratory, and killed approximately 400,000 mice. This fire led to an unforeseen and substantial supply shortage in mice for the North American biomedical research community, which we can isolate at the strain and scientist level based on proprietary archival data. Using difference-in-differences estimations, we find that the scientific productivity of affected scientists decreases when measured in simple publication counts, but much less so when we adjust for the publications' quality. Moreover, affected researchers are more likely to initiate research that is unrelated to their previous work. This indicates that affected scientists switched research trajectories but maintained their scientific impact. In the aggregate, the temporary supply shortage of particular mice strains led to a permanent decrease in their usage among U.S. scientists. These results highlight the important role of supply chains in basic science.

[view paper \(if available\)](#)

Graduate Students as Boundary Spanners: How Academic Engagement Can Influence Firm Innovation

Author: **Karin Berg**; School of Business, Economics and Law U. of Gothenburg

Author: **Maureen McKelvey**; U. of Gothenburg

This paper contributes to literature on "academic engagement with industry", by exploring graduate students as boundary spanners between firms and universities. As contrasted with studies of commercialization of scientific results through patents and start-up firms, literature on academic engagement focuses on how faculty members and students engage in knowledge-related interactions with external organizations. Extant literature has focused more on universities and less on firms. We conceptualize graduate students as holding a boundary spanning position between the firm and university, focusing empirically upon firm employed PhD students in engineering. More specifically, we investigate how their activities constitute a form of academic engagement, in

order to further understand their influence on the firms' absorptive capacity. We revise an existing conceptual framework and further develop the notion that there are two pathways – e.g. a direct and an indirect pathway – by which collaborative research may impact innovation outcomes within firms. When doing so, we specify how graduate student activities mainly support the development of firm capabilities for early stages in the innovation process, specifically recognizing the value and, to some extent, assimilating new external knowledge. We conclude with two propositions about how boundary spanner activities can be conceptualized as organizational routines underlying search capabilities.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

RESEARCH

DIVERSITY

LIVE - OPEN

CAR

Authenticity, Identity Work, and Non-Compete Agreements (session 252)

Working Authenticity: A Study of Organizational Career Management and Ideal Self-Discrepancy

Arnon Reichers Best Student Paper Award Nominee

Author: **Linna Zhu**; U. of Science and Technology of China

Author: **Lan Wang**; U. of Science and Technology of China

Research on ideal self-discrepancy suggests that individuals proactively strive to reduce ideal self-discrepancy due to the discomfort and emotional vulnerabilities associated with it. Less is known about whether companies can help in this individualistic process through career management practices. Using a sample of 331 employees from a four-wave eight-month longitudinal study, we show that organizational career management is negatively associated with ideal self-discrepancy via organizational identification, and such relationship is strengthened by protean career orientation. Moreover, though individual career management in general complements organizational career management in narrowing ideal self-discrepancy, only employees with high protean career orientation see the effect of individual career management on strengthening the relationship between organizational identification and ideal self-discrepancy whereas their counterparts see an opposite effect. This study extends prior work by bringing in the role of organizations and shows that even in the boundaryless career era with high mobility, employers can still help employees reduce ideal self-discrepancy via organizational identification through differentiated human resources management based on protean career orientation.

[view paper \(if available\)](#)

Low-Wage Workers and the Enforceability of Non-Compete Agreements

Careers Division Best Overall Paper Award Nominee

Designated as a "Best Paper" for CAR

Author: **Michael Lipsitz**; Miami U. Ohio

Author: **Evan Penniman Starr**; U. of Maryland, College Park

We exploit the 2008 Oregon ban on non-compete agreements (NCAs) for hourly-paid workers to provide the first evidence on the impact of NCAs on low-wage workers. We find that banning NCAs for hourly workers increased hourly wages by 2-3% on average. Since only a subset of workers sign NCAs, scaling this estimate by the prevalence of NCA use in the hourly-paid population suggests that the effect on employees actually bound by NCAs may be as great as 14-21%, though the true effect is likely lower due to labor market spillovers onto those not bound by NCAs. While the positive wage effects are found across the age, education and wage distributions, they are stronger for female workers and in occupations where NCAs are more common. The Oregon low-wage NCA ban also improved average occupational status in Oregon, raised job-to-job mobility, and increased the proportion of salaried workers without affecting hours worked.

[view paper \(if available\)](#)

Identity Work of Persistent Liminars Following Voluntary Career Change

Careers Division Best Overall Paper Award Nominee

Designated as a "Best Paper" for CAR
Author: **Karan Sonpar**; U. College Dublin
Author: **Federica Pazzaglia**; U. College Dublin
Author: **Hardik Agarwal**; IIT Delhi

Through interviews with former military officers who left the Armed Forces to pursue new careers, we explore how individuals come to find themselves in a state of persistent liminality following voluntary career changes and document the identity-based tactics they use to manage such liminality. Our study finds that the anxiety and uncertainty experienced by individuals post voluntary career changes and ongoing critical interactions with former and current colleagues make them aware of a dislocation between their new occupations and their self-concept. Informants' ambivalence towards their new occupation (by expressing excitement about its opportunities despite feeling like misfits in it) and their old occupation (by emphasizing how it lost its meaning despite its values continuing to be relevant to them in the present) placed them in a state of persistent liminality. Individuals strived to cope with persistent liminality through adaptive and maladaptive identity work tactics: On the one hand, actions such as distinguishing social from work interactions and masquerading made it hard to discard the old identity; on the other hand, unlearning some old behaviors and experimenting with new careers demonstrated efforts to identify in the new occupation.

[view paper \(if available\)](#)

Identity Work of Persistent Liminars Following Voluntary Career Change

The Careers Best Paper Overall Award Winner

Designated as a "Best Paper" for CAR
Author: **Karan Sonpar**; U. College Dublin
Author: **Federica Pazzaglia**; U. College Dublin
Author: **Hardik Agarwal**; IIT Delhi

Through interviews with former military officers who left the Armed Forces to pursue new careers, we explore how individuals come to find themselves in a state of persistent liminality following voluntary career changes and document the identity-based tactics they use to manage such liminality. Our study finds that the anxiety and uncertainty experienced by individuals post voluntary career changes and ongoing critical interactions with former and current colleagues make them aware of a dislocation between their new occupations and their self-concept. Informants' ambivalence towards their new occupation (by expressing excitement about its opportunities despite feeling like misfits in it) and their old occupation (by emphasizing how it lost its meaning despite its values continuing to be relevant to them in the present) placed them in a state of persistent liminality. Individuals strived to cope with persistent liminality through adaptive and maladaptive identity work tactics: On the one hand, actions such as distinguishing social from work interactions and masquerading made it hard to discard the old identity; on the other hand, unlearning some old behaviors and experimenting with new careers demonstrated efforts to identify in the new occupation.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

PUBS

AMD Showcase Session: Theoretical and methodological approaches to studying digital transformation. (session 260)

There are several digital technologies—e.g., Internet of Things, 5G, Cloud, Distributed Ledgers/Blockchain, Big Data, and Artificial Intelligence—which, in isolation or jointly, provide new capabilities to economic actors. Such a process is often described as “transformational” for institutions, organizations and the broader communities. However, given its intrinsic complexity, digital transformation poses two grand challenges. First, in the management literature, there is an ongoing debate on whether established assumptions in extant management theories still hold when faced with the pervasive diffusion of such digital technologies. This debate is far from settled. Second, researchers need to triangulate evidence and perspectives and intertwine complementary methodologies to disentangle the nature of digital transformation accurately. Interdisciplinary teams are more likely to contribute and establish successful research programs. Yet, the management of expectations on how the research process will unfold is complex. This session addresses these grand challenges and builds on the experience of working with dozens of submissions to the 2018 Academy of Management Discoveries’ Special Issue on “Digital Transformation: What is new if anything?” After the panelists’ presentations, an open discussion will center on suitable empirical strategies that fuel an abductive approach when dealing with contemporary phenomena such as digital transformation, and the relative opportunities and limits.

Real-time Open

MEETING

LIVE - OPEN

SAP

Open Strategy: Spatiality, Legitimacy, and Effectiveness (session 261)

Adopting Openness with Closed Eyes: Mobilizing Participation in Agile-based Open Strategy Processes

Author: **Iben Sandal Stjerne**; Copenhagen Business School

Author: **Joana Geraldi**; Copenhagen Business School and Technical U. of Denmark

Author: **Matthias Wenzel**; Leuphana U. Lüneburg

Lured by potentials to induce organizational flexibility, Agile methods have been opening up organizations' strategy processes to broader internal and external actors. While prior literature on open strategy focuses attention on the 'giving' of participation in the strategy process, it largely takes the 'taking' of participation for granted, as if the prospects of participating would be attractive enough for actors to participate. Our paper extends this literature by denaturalizing participation in the strategy process as an accomplishment that must be effortfully invoked. Based on an in-depth study of the adoption of Agile in the strategy process of a large bureaucratic firm, we identify four bundles of practices through which actors mobilize, but also abstain from participation in open strategy. Thereby, our study extends beyond interests in Agile as a seemingly innocent method for spurring flexibility by conceptualizing it as an organizing form that builds on 'openness' as an organizing principle.

[view paper \(if available\)](#)

Open Strategy and the TV Series "Borgen"

Author: **Jeannie Holstein**; U. of Nottingham

Author: **Anniina Rantakari**; U. of Oulu

In this study, we examine participation in open strategy from the perspective of spatiality. While prior studies on Open Strategy has already elaborated the participation and inclusion as key aspects of openness, spatiality is left as an underexplored feature of participation. We draw on ideas from the literature of organizational space to better understand the source and locus of participation. To make an empirical illustration, we draw from a Danish TV series Borgen to elaborate the spatial configurations related to participation. From our analysis, we note three distinct features of how openness of the space predicates participation, namely intrinsic openness, openness as a moving feature, and the materialization of openness and closedness. We show that spatial configurations play a central role in the orchestration of openness. Our study thereby extends previous Open Strategy literature by adding the dimension of space as a key analytical element to the understanding of the dynamics of openness and closure.

[view paper \(if available\)](#)

Open Strategizing and Organizational Legitimacy: Hybridizing Strategic Responses in Practice

Author: **Josh Morton**; U. of Leeds

Author: **Alex Wilson**; Loughborough U.

Extant literature associates a central purpose of open strategizing with organizations seeking to create legitimacy. As a result, and to date, legitimacy has been highlighted in open strategy work as an entity; a

potential 'effect' or 'outcome' of strategic openness. Research has not, however, made theoretical connections to alternative institutional views of legitimacy which can guide understanding of specific open strategizing practices as a process legitimacy management through strategic responses. This approach is adopted in this research, focusing less so on legitimacy as an entity and more on the dynamic nature of managing legitimacy in practice over time. In offering new insights, this research adopts a longitudinal, single case analysis to explore a professional association who developed and implemented a new strategic plan over a five-year period - openly including their staff and wider community. The findings indicate how open strategizing practices represent the case organization switching between distinct strategic responses used to manage legitimacy. In particular, we find that openness represents a hybridization of strategic responses which result in the balancing, negotiation, and adoption of demands (a desired acquiescence) in clear opposition to strategic responses of avoidance and defiance, which seek to dismiss, challenge, and buffer the expectations of stakeholders. Our work thus offers an important contribution by accentuating the principal relevance of openness as a means of representing various strategic responses in the managing of legitimacy in organizations.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

RESEARCH

OB

MOC

TIM

Broadening Our Insight: Bridging and Blurring Boundaries Between Creativity and Innovation (session 258)

Finalist for MOC Division Best Symposium Award

The symposium sets out to foster a deeper dialogue between two interrelated bodies of literature that are too often treated as disconnected, namely research on creativity and innovation in organizations. We present and interrelate five contributions that blur both the disciplinary boundaries and levels of analysis of these traditions. At the heart of our broadening effort is a reconsideration of neglected and overlapping processes of bringing about something new. Examples range from idea thieving behaviors, idea evolution and relationships in creative circles, elaborative play to deal with hazy problems, and creativity assessment over time by institutional gatekeepers, to understanding how diversity in producers and/or products drives innovation. Such processes range from micro- level, individual behaviors, to shifting institutional fields, and back.

Take the Seed or the Fruit?: Mis(Predicting) Idea Thieves' Preference for Early vs. Late Ideas

Lillian M. Ellis; Cornell U.
Brian J. Lucas; Cornell U.

Re-Defining Problems and Developing Ideas Through Elaborative Play: An Inductive Study of Circus R&D

Mel Yingying Hua; U. College London
Colin Muneo Fisher; UCL School of Management

Circles as a Social Unit of Creativity

Patrick Reilly; U. of British Columbia

How Do Critics Construct Creative Products? Location, Breaches, and Meaning in Hollywood

STR

STR Plenary - 20/20: Focusing on COVID's Implications for the Field of Strategic Management (session 262)

Come join us for an unforgettable conversation about the key topics we research and teach in Strategy (competition, cooperation, coordination, innovation, etc.) and how they inform current, urgent global issues including climate change, immigration, job security, multi-nationalism, and poverty. Our expert panelists will shed light on recent contributions and how we can make a difference.

Real-time Presenter

PLENARY SESSION

LIVE - PRESENTER

Franchises

Spencer Harrison; INSEAD

Arne Carlsen; BI Norwegian Business School

Miha Skerlavaj; U. of Ljubljana, School of Economics
and Business

"Are You ready for a New Sensation": Innovation and Diversity in Popular Music, 1965-2015

Khwan Kim; INSEAD

Noah Askin; INSEAD

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

THEME

OB

In Pursuit of Job Crafting (session 259)

Extending the Job Crafting Theory: A Mixed Methods Investigation

Designated as a "Best Paper" for OB

Author: **Huda Masood**; York U., Toronto

Author: **Stefan Karajovic**; York U.

Author: **Marie-Helene Elizabeth Budworth**; York U.

The current study brings together the literature from job design, motivation, and careers literature while considering the role of expectancy theory to answer the broader and much sought after question of why individuals craft their jobs. The paper builds on the existing literature on job crafting in two specific ways; first, it considers a predicting role of career outcome expectations in determining employee job crafting behaviors. Second, it attempts to highlight the reinforcing role of extrinsic motivation on job crafting. Further, we consider the role of turnover intentions within our moderated-mediation model, in determining job crafting behaviors. A mixed-method study was employed to investigate the motivational determinants of job crafting. Our quantitative study (N= 129), suggested a direct relationship between career outcome expectation and job crafting. Further, mediation analysis indicates the relationship between career outcome expectations and job crafting is mediated by extrinsic motivation. Finally, we find support for the moderating role of turnover intentions between career outcome intentions and extrinsic motivation. Thematic analysis from our qualitative study (N= 25) contended that when employees experience unfulfilled career outcome expectations, they attempt to align their work situations to their career-related expectations. Such expectations are often tied to various forms of work-related extrinsic motivation (e.g. benefits, rewards, promotion, etc.). Failure to attain the expected career-related outcomes usually results in turnover intentions. Managerial implications and future directions are discussed.

[view paper \(if available\)](#)

OMT

OMT Social Hour (session 1247)

Real-time Open

LIVE - OPEN

SOCIAL EVENT

**The Approach-Avoidance Job Crafting Scale:
Development and Validation of a New
Measurement**

Designated as a "Best Paper" for OB

Author: **Elisa Lopper**; Humboldt U. of Berlin

Author: **Kai T. Horstmann**; Humboldt-U. zu Berlin

Author: **Annekatriin Hoppe**; Humboldt U. of Berlin

We developed and validated the Approach-Avoidance Job Crafting (AAJC) scale to assess a new conceptualization of job crafting based on a theoretical review by Zhang and Parker (2019) in four studies. First, the AAJC scale was developed in a stepwise procedure (Study 1). In Study 2 the scale was first tested, revised, and the factor structure, reliability, and convergent validity were examined. In Study 3 we replicated these results. The criterion validity of the AAJC scale was investigated in Study 4. The results indicated that it is more sensible to use two independent factors, namely approach and avoidance crafting, instead of one job crafting factor. Furthermore, approach and avoidance crafting each consist of four job crafting dimension which reflect a hierarchical structure of job crafting. The distinction between approach and avoidance crafting was also apparent when the different validities were examined. Approach crafting is positively related to existing approach-oriented job crafting strategies as well as to work-related outcomes. Avoidance crafting is positively associated with existing avoidance-oriented job crafting strategies, but negatively associated with work-related outcomes. Given our results, we argue that organizations should primarily focus on promoting approach crafting among their employees, as both employees and the organization itself can benefit.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

HR

Employee Exits, Alumni & Rehires (session 257)

Impending Exit and Employee Effort: Do Quitters Phone It In?

Designated as a "Best Paper" for HR

Author: **Yea Hee Ko**; U. of Wisconsin, Madison

Author: **Charlie Trevor**; U. of Wisconsin, Madison

Turnover research has extensively documented negative effects of turnover on organizations. However, this focus on the critical post-turnover disruption has limited our attention to potentially important pre-turnover periods: might part of turnover's disruption actually occur before employees leave? Drawing on expectancy theory, we argue that impending exit reduces perceived instrumentality between work performance and rewards and motivates employees to withhold efforts from tasks unlikely to affect their utility before leaving. Further, we predict heterogeneity in impending exit effects based on the level of supervision and on the post-turnover destination firm. The effect of impending exit on effort withholding is stronger for employees under supervision than for those unsupervised, and the effect is weaker for employees who retain ties to the organization upon leaving. We find empirical evidence supporting our predictions using longitudinal data on 4,525 patent examiners who left the USPTO from March, 1st, 2002 to June, 1st, 2018.

[view paper \(if available\)](#)

Keeping Employees Committed After they Leave: An Expanded Perspective on Turnover Management

Designated as a "Best Paper" for HR

Author: **Malte Möller**; U. of Kassel

Author: **Peter Eberl**; U. of Kassel

The pervasiveness of high employee turnover rates in some industries challenges the traditional perspective of turnover management. Minimizing

ENT

Digital Tools for Entrepreneurial Activity (session 256)

Digital Technology Support and Employee Intrapreneurial Behavior

Author: **Valentin Petzsche**; Technische U. Kaiserslautern

Author: **Tanja Rabl**; Technische U. Kaiserslautern

Author: **Matthias Baum**; U. of Bayreuth

Drawing on the model of the corporate entrepreneurship process and the conservation of resources theory, this paper examines the relationship between digital technology support and employee intrapreneurial behavior. We propose management support for innovation as an organizational resource and intrapreneurial self-efficacy as an individual resource that moderate this relationship. Findings from a metric conjoint experiment with 1360 decisions nested within 85 employees showed that support by collaborative technologies, support by social media, and support by intelligent decision support systems were significant predictors of employee corporate entrepreneurship participation likelihood and employee likelihood of intrapreneurial behavior. However, the relative impact of support by these digital technologies varied with different levels of management support for innovation and intrapreneurial self-efficacy. Thus, results indicate that digital technology support reduces the amount of resources necessary to perform intrapreneurial activities, which leads to net resource gains. This opportunity to gain further resources is better recognized when employees have additional organizational or individual resources at their disposal.

[view paper \(if available\)](#)

Capturing Digital Opportunities - The Role of Founder Experience

Author: **Elisabeth Mueller**; German Graduate School of Management & Law (GGs)

Author: **Lorna Syme**; Frankfurt School of Finance &

voluntary turnover of valuable employees by incentives may fall short in such industry conditions. This paper investigates useful starting points for an expanded management perspective on employee turnover, considering post-employment commitment. Leaving the organization and still being committed is an option that to date has seen very little attention. Accordingly, the managerial consequences of accomplishing enduring relationships with previous employees are poorly understood. Our empirical findings from five consulting companies in Germany reveal that investing in normative and affective components of organizational commitment, together with the institutionalization of post-employment networks and liabilities, are key management tasks. However, we conclude, that the emergence of post-employment commitment is all but automatic. We therefore argue that it is only when the organization is seen as trustworthy that it is possible to stretch organizational commitment beyond de facto membership. Openly addressing potential turnover right from the outset during the socialization process is an important signal of an employer's trustworthiness.

[view paper \(if available\)](#)

Guarding the Exits or Fueling the Search: An Investigation into the Efficacy of Employee Guarding

Designated as a "Best Paper" for HR
Author: **Timothy P. Munyon**; U. of Tennessee, Knoxville
Author: **Timothy M. Gardner**; Utah State U.
Author: **Peter Hom**; Arizona State U.

Employee guarding is a downward influence strategy used by managers to maintain access to valued employees over whom they feel a sense of psychological ownership. Although research suggests that the practice is widely used, questions remain regarding the efficacy of these territorial expressions. In this investigation, we directly test how employee guarding affects managerial access to subordinates. Using time series analyses in a global dyadic sample of managers and randomly-selected subordinates, our findings suggest that employee guarding speeds, rather than slows, the

Management

Author: **Thorsten Doherr**; Centre for European Economic Research (ZEW)

In young, technology-driven firms, founders play an important role in determining the technological direction of the firm. Digital technologies offer risky but promising technological opportunities for those firms that are able to recognize and capture them. This ability is influenced by the technical expertise and experience of the founder. Using a sample of start-ups which were founded in Germany between 1999 and 2016, we investigate the effect of founder technical experience - both prior to founding and acquired through in-firm activities - on the ability of the firm to capture digital opportunities. We find that prior related experience influences the speed at which firms are able to recognize and capture digital technologies and demonstrate the persistence of this effect which extant studies have not directly considered. Related prior experience allows firms to overcome the constraint of their original technology choices and capture opportunities in new technologies. The results have implications for founders in terms of their choice of founding team members and individuals that join the top management team at a later stage.

[view paper \(if available\)](#)

Digitalization in Startups and the Proclivity to Professionalize – Ignorance is Bliss?

Designated as a "Best Paper" for ENT
Author: **Martin Murmann**; U. of Zurich
Author: **Christoph Grimpe**; Copenhagen Business School
Author: **Nathan Rietzler**; Copenhagen Business School

The determination of an organizational design is a major milestone in the evolution of successful startups. In particular, the introduction of middle management frees up scarce founder attention for processing important information and make strategic decisions. However, digitalization, i.e. the use digital tools and technologies, changes the volume and nature of information for processing in startups. We theorize based on information-processing theory that startups respond to these

time process of voluntary turnover, reducing managerial access to subordinates. Specifically, both nurturing and persuasion forms of employee guarding speed the time to voluntary turnover, reducing manager access to valued subordinates. We also find that nurturing weakens the positive relationship between job embeddedness and time to voluntary turnover. Although these findings run contrary to the predictions of territoriality and mate-guarding theories, they are consistent with psychological reactance theory, suggesting that employee guarding is a potentially counterproductive influence practice.

[view paper \(if available\)](#)

Welcome Back? Boomerang Employee Performance and Turnover Compared to Internal and External Hires

Designated as a “Best Paper” for HR

Author: **John D. Arnold**; U. of Missouri

Author: **Chad Van Iddekinge**; U. of Iowa

Author: **Michael A. Campion**; Purdue U.

Author: **Michael C. Campion**; U. of Texas Rio Grande Valley

“Boomerang” employees are workers who leave an organization and are later rehired by that same organization. Although many organizations rehire former employees, only a handful of studies have examined this phenomenon. The present study uses a large, longitudinal data set to examine the performance and turnover of boomerang employees rehired into management positions ($n = 1,318$). Further, we provide some of the first comparisons between boomerang employees and two traditional sources of employees: external hires ($n = 20,850$) and internal promotions ($n = 8,546$). Evaluations of job performance before and after being rehired revealed that boomerang managers tended to remain the same—rather than increase or decrease—after being rehired. Furthermore, boomerang managers performed similar to internally and externally hired managers in the first year on the job, but both internal and external hires improved more than rehires over time. Internal and external hires were also less likely to turn over from the organization than rehires. The overall results call into question some of the assumed benefits of

new, digital information challenges with an increased proclivity to professionalize and introduce middle management, especially when founder attention is scarce and other startup activities demand attention. We test our hypotheses using a sample of 1,441 startups founded in Germany between 2010 and 2015 and find that increasingly digitalized startups rely relatively early on middle management in their lifecycle. This effect is stronger when founders lack prior management experience and the startup is comparatively large. Our findings have important implications for theory on the emergence of organizational designs in startups and the consequences of digital-ization for the allocation of entrepreneurial attention.

[view paper \(if available\)](#)

Examining Social Media: Attention Effects of Non-Conformance Rhetoric Among New Ventures

Author: **Benedikt David Christian Seigner**; TUM

School of Management, Technical U. of Munich

Author: **Hana Milanov**; TUM School of Management, Technische U. München

Author: **Erik Lundmark**; Macquarie Business School

Author: **Friderike Bruchmann**; Technical U. of Munich

Attracting attention precedes legitimation and is vital for new ventures to engage in resource exchanges with their environment. In traditional media new ventures are advised to conform to established norms to obtain attention. Once they have gained subsequent legitimacy, more non-conformance is recommended to additionally differentiate from competition. In contrast to traditional media, scholars have suggested that the crowded social media context is a boundary of existing theory, as it should direct attention towards extreme and thus non-conforming content. We hypothesize that depending on the legitimacy levels of the sender two distinct types of non-conforming online narratives will have opposing effects on social media attention. We separate non-confrontational and confrontational non-conforming narratives. Our results, derived from Twitter accounts of 298 US-based and VC-funded ventures in the IT sector within a time frame of 5 years, are in contrast to reasoning in recent social media research, however

rehiring and suggest that organizations consider factors such as the reason for initial departure, the time horizon of performance, and the availability of other types of hires before considering boomerang employees. Future research opportunities to further delineate factors related to boomerang employees are discussed.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

in line with our hypothesizing and existing logics of legitimate distinctiveness: Non-confrontational framing generally contributes to social media attention for new ventures. Confrontational framing however fosters social media attention for high legitimacy ventures only, as these messages tend to receive less attention when sent by low legitimacy firms.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

PAPER SESSION

HCM

Exploring Drivers of Financial Performance in Health Care (session 848)

Hospice Inpatient Services Provision, Utilization, and Financial Performance

Author: **Mengying He**; California State U., Los Angeles

Background: Hospice performance is an overlooked area in the health care field due to the nature of hospice care and the infrequent hospice quality inspection. Purpose: The objective of this study is to explain differences in the financial performance of hospices with regard to hospice inpatient services provision when considering the average length of stay (LOS) in the relationship.

Methodology/Approach: A longitudinal secondary data set (2009 to 2013) was merged from three sources: (a) Hospice Cost Reports from the Centers for Medicare and Medicaid Services (CMS), (b) the Provider of Services (POS) files, and (c) the Area Health Resources Files (AHRF). The dependent variable in this study was hospice financial performance measured by total margin (TM) and return on assets (ROA). The independent variable was hospice inpatient services' offering. Mixed effects regression models were used in the multivariate regression analyses. The mediation effect of hospice average LOS in the relationship between hospice inpatient services' provision and two financial performance measures was also tested. Results: The presence of hospice inpatient services was negatively related to average LOS ($\beta = -0.050$; $p < 0.01$), total margin (TM) ($\beta = -0.028$; $p < 0.01$), and return on assets (ROA) ($\beta = -0.059$; $p < 0.01$). However, average LOS was positively associated with TM ($\beta = 0.077$; $p < 0.01$) and ROA ($\beta = 0.177$; $p < 0.01$). The relationship between hospice inpatient services' offering and financial performance was partially mediated by hospice average LOS. Conclusion: Hospice inpatient services provision and average LOS were associated with financial performance. Practice Implications: Offering the inpatient services to patients decreased average LOS and lowered the hospices' overall

CAR

Contemporary Employment Relations (session 832)

The Use of Flexible Work Arrangements and its Consequences: Lessons from Families in Business

Author: **Isabell Stamm**; Technical U. of Berlin

Author: **Fabian Bernhard**; EDHEC Business School

Author: **Nicole Hameister**; Deutsches Zentrum für Altersfragen (DZA)

The present study scrutinises the conditions and consequences of using flexible work arrangements (FWA) by examining a unique context: Individuals working in their family's business which have easier access to FWA because of their entrepreneurial status and nepotistic privileges. This group faces less of the organizational constraints, that typically hinder employees taking advantage of FWA, and thus allows us to learn about the consequences of FWA use in full operation. Utilising representative data from the German Family Panel, our comparative analysis based on propensity score matching suggests that individuals working in their family's business do indeed make greater use of FWA than those working in regular employment. Against common assumptions in the literature, we find higher workloads only for owner-managers but not for family employees. Further, families in business show no differences in how they divide household tasks compared to regular employed - yet they perceive that division to be fairer. This study thus introduces family ownership and kinship ties as important boundary conditions to existing theories on FWA, and it provides empirical data that suggests the need to revise commonly assumed consequences of FWA use.

view paper (if available)

The Dysfunctional and Functional Impact of I-Deals Differentiation on Team Performance (WITHDRAWN)

Author: **Haoying Xu**; U. of Illinois at Chicago

Author: **Sandy J. Wayne**; U. of Illinois at Chicago

Author: **Eric J. Michel**; Northern Illinois U.

profitability. Hospice agencies need to seek strategies to maintain their financial sustainability but not to compromise their quality of services.

[view paper \(if available\)](#)

Clinical and Financial Performance of Hospitals with Physician CEOs vs. Nonphysician CEOs (WITHDRAWN)

Author: **Leon Moores**; U. of Alabama, Birmingham

Author: **Nancy Borkowski**; U. of Alabama, Birmingham

Author: **S Robert Hernandez**; U. of Alabama, Birmingham

Author: **Amy Yarbrough Landry**; U. of Alabama, Birmingham

Leaders impact organizational behavior and performance, and CEOs may have a greater impact via numerous mechanisms. Because of this, organizations expend considerable resources recruiting and selecting CEOs and may benefit from information suggesting a positive impact on organizational performance based upon measurable CEO characteristics. With this said, little work has been done comparing the performance of hospitals with physician CEOs versus non-physician CEOs, in spite of the ease of identification of this characteristic and extant leadership theories suggesting a relationship between technical expertise and success in leading highly technical organizations. We examined physician CEOs versus non-physician CEOs led hospitals in respect to various clinical and financial performance measures and found no statistically significant differences between the two groups. The 30-day AMI mortality rate showed a positive statistically significant difference in bivariate analysis (p -value <0.001), but the effect was nullified in the multivariable regression analysis.

[view paper \(if available\)](#)

The Role of Organizational Slack in Buffering Financially Distressed Hospitals from Market Exits (WITHDRAWN)

Author: **Neeraj Puro**; Florida Atlantic U.

The current research examines i-deals differentiation, defined as a team-level construct describing the variability in i-deals among members of a team, and investigates how it impacts team functioning and performance. Applying insights from social comparison theory and role theory, we argue that career- and flexibility i-deals differentiation yields a positive relationship with team conflict, resulting in lower team performance. In contrast, we propose that task i-deals differentiation is associated with lower team conflict and higher team performance. We further argue that team size strengthens these relationships. Our theoretical model was tested with a sample of 143 team members comprising 59 teams and their managers. Supporting our hypotheses, results indicated that career- and flexibility i-deals differentiation were positively associated with team conflict and lower team performance, whereas task i-deals differentiation was negatively related to team conflict and associated with higher team performance. Of particular note, the impact of career- and task i-deals differentiation was only supported in larger teams. Our research suggests that the impact of i-deals differentiation can be positive or negative for teams, depending on the nature of the i-deals.

[view paper \(if available\)](#)

Career Barriers in the Gig Economy

Author: **Anne-Sophie Mayer**; U. of Passau

Author: **Kim Strunk**; U. of Passau

Author: **Andreas Ihl**; U. of Passau

Author: **Marina Fiedler**; U. of Passau

Technology enabled work arrangements alternative to traditional employment, such as online gig work, have increasingly gained importance. Online gig work not only affects the way individuals work, but also provides workers with new opportunities regarding career access and advancement. However, little is known on which career barriers to traditional work settings drive gig working, and how online gig work addresses these barriers. Building on qualitative data from an open questionnaire answered by 286 active gig workers, and on a netnographic analysis covering 576 forum posts, we analyze the impact of gig work on individuals' career opportunities. Our findings emphasize that online

Author: **Scott Feyereisen**; Florida Atlantic U.
Author: **Dean Smith**; Louisiana State U.
Author: **Nathan Carroll**; U. of Alabama, Birmingham

Financial distress is a persistent problem in the US hospitals leading many hospitals to close at an alarming rate over the past two decades. Given the potential adverse effects of hospital closures on healthcare access and public health, interest is growing in understanding more about the financial health of US hospitals. In this study, we set out to explore the extent to which relevant organizational and environmental factors potentially buffer financially distressed hospitals (FDH's) from closure, and then even at the brink of closure, enable some of them to merge into other hospitals instead of closing. We test our hypotheses by first examining how factors such as slack resources, environmental munificence and environmental complexity affect the likelihood of survival against closing or merging into other organizations. We then test how the same factors affect the likelihood of merging relative to closing for FDH's that undergo one of these two events. We find that different types of slack resources and environmental forces impact different outcomes, and we discuss the implications of our findings regarding financial distress for hospital stakeholders.

[view paper \(if available\)](#)

The Association Between Strategic Group Membership and Hospital Financial Performance

Author: **Akbar Ghiasi**; Assistant Professor of Health Administration HEB School of Business & Administra

The health care industry is facing constant changes from health care reform; demanding consumers; new expensive forms of treatment. These changes put more pressure on hospitals and their ability to remain profitable. Understanding how to improve hospital financial performance by applying an appropriate strategy remains a key concern to managers and researchers. The overall purpose of this study was to identify the strategic group structure of the hospital industry and to examine the effect of strategic group membership on hospital financial performance. We used longitudinal data from 2006 to 2016 related to US

gig work helps individuals to overcome interpersonal, attitudinal, and interactional career barriers operative in traditional work settings by using the gig work's underlying technological infrastructure. Additionally, we show that online gig work offers a supplement rather than a substitute to traditional work settings.

[view paper \(if available\)](#)

Professional or Day Laborer?: A Relational View of Professional Work on Digital Platforms (WITHDRAWN)

Author: **Jina Mao**; Skidmore College

Author: **Michael Dunn**; Skidmore College

Author: **Mohammad Hossein Jarrahi**; U. of North Carolina, Chapel Hill

The rise of the "gig economy" and the technological advances in the use of digital platforms in mediating work have led to a rapid increase in the number of highly skilled professionals working as "online freelancers". In this paper, we argue that the use of digital platforms for mediating freelancing goes far beyond just providing an online marketplace for matching freelancers with clients, it cuts deep into the very essence of professional work and has a direct impact on how professional work gets carried out. Based on interviews with 20 professionals who freelance through digital platforms (working as designers, writers, marketers, and IT administrators) and 19 clients, we explore how the use of digital platforms transforms the nature of relationships between professionals and their clients, their professional communities, and their work. Using labor process theory as a foundational framework, we assert that platform-mediated work introduces a new form of labor control, "relational control", that online freelance workers learn to navigate and resist. The findings suggest that the technological features of the platform have a big impact on the social process of production.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

urban general acute care hospitals. We used three secondary datasets in the study: the American Hospital Association (AHA) Annual Survey, Medicare cost reports (CMS), and Area Health Resource File (AHRF). We used cluster analysis and multiple regression models with control for time and state fixed effect to analyze data. Our results suggest that on average about 37 percent of hospitals pursue a cost-leadership strategy, and about 5 percent of hospitals pursue the differentiation strategy. Hospitals with hybrid strategy outperform hospitals with cost-leadership strategy and stuck-in-the-middle. The absence of a coherent strategy (i.e., stuck- in-the-middle) is likely to lead to poor performance. The results demonstrate the usefulness of strategic group studies like this study as a method for managers to assess their current strategic situations.

[view paper \(if available\)](#)

The Implication of Children Hospitals' Adoption of Hospitalists on Financial Performance

Author: **Josue Patien Epane**; UNLV

Author: **Zo Ramamonjjarivelo**; Texas State U.

Author: **Ferhat Zengul**; U. of Alabama, Birmingham

Author: **Luceta McRoy**; Southern Adventist U.

Author: **Robert J Weech-Maldonado**; U. of Alabama, Birmingham

Hospitalists (physicians specializing in hospital-based practice), have grown significantly in the U.S. in the last two decades. Prior studies on hospitalists have focused on costs and length of stay mainly at the patient level. Using a national longitudinal sample of acute care children hospitals operating in the US between 2007 and 2014, this study explores the impact of hospitalists staffing intensity on children hospitals' financial performance. Data from the American Hospital Association (AHA) Annual Survey, the Area Health Resource File (AHRF), and the Centers for Medicare and Medicaid Services' (CMS) costs reports and Case Mix Index files were used for this study. A panel design with facility and year fixed effects regression were used for data analysis. Results showed that children hospitals that switched from not using hospitalists to using a medium and high hospitalist staffing intensity had both increased patient revenues and higher

operating costs per adjusted patient day. The higher operating revenues were offset by increased patient costs, resulting no significant increase in operating profitability.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CAR

HR

Human Capital Flow: Investigating Employee Movement Into and Out of Organizations (session 833)

Refugee Entry into Organizations: Understanding Divergent Staffing Models and Onboarding

Vickie Coleman Gallagher; Department of Management, Cleveland State U.
Karen Dunwoodie; Deakin U.
Tracy Hopkins Porter; Cleveland State U.

Reputation Disrupted: Organizational Crises Impact on Collective Human Capital Flow (WITHDRAWN)

Natalia Lorinkova; Georgetown U.
Erin E. Makarius; U. of Akron
Charles Edward Stevens; Lehigh U.
Debmalya Mukherjee; U. of Akron

Organizational Entrenchment: An Examination of its Unique Value in Understanding Turnover Intentions (WITHDRAWN)

Ana Carolina De Aguiar Rodrigues; U. of Sao Paulo (FEA/USP)
Howard Klein; Ohio State U.
Yuhan Zhan; Ohio State U.

You Say Goodbye, I Say Hello: A Proactive Approach to Employee Offboarding and Organizational Exit

Alison M. Dachner; John Carroll U.
Erin E. Makarius; U. of Akron

CM

OB

The Art and Science of Disagreeing: How to Create More Effective Conversations About Opposing Views (session 834)

The Unexpected Affective Benefits of Counter-Arguing

Charles A. Dorison; Northwestern Kellogg School of Management
Julia Alexandra Minson; Harvard Kennedy School

Resolving Conflict Through Conversation: The Role of Communication Medium in Conflict Outcomes

Juliana Schroeder; U. of California, Berkeley

Conversational Receptiveness: Improving Engagement with Opposing Views

Michael Yeomans; Harvard Business School

"Thank You, Because...": Discussing Differences While Finding Common Ground

Xuan Zhao; U. of Chicago Booth School of business
Heather M. Caruso; UCLA Anderson School of Management
Jane Risen; U. of Chicago Booth School of business

Asynchronous

PRACTICE

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

Who Comes, Who Leaves and Where To: How Hiring Source Affects Leavers' Destinations

Huimiao Zheng; -

Rhett Andrew Brymer; U. of Cincinnati

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

CMS

Business and Democracy (session 835)

Asynchronous

INTERNATIONAL

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

CMS

Decolonialism, Postcolonialism and Racialized Subjects (session 836)

This session discusses the legacies of colonialism and development, and how people are hierarchized under certain unilateral universalisms.

Imagineries of Community: Business Elites' Philanthropy and Community Development in India

Author: Arun Kumar; U. of York

Community development, or the socio-economic transformations of local communities, has been a significant focus of ethical organizations. Various through and in the name of CSR, philanthropy (strategic or otherwise), stakeholder management, and now development partnerships, private corporations have contributed to community development programmes in the so-called third world countries, including those in South Asia. Despite the growing attention on the subject, conceptual vagueness and lack of clarity around what or who constitutes a community persists. In this article, I explore the ways in which communities are imagined, historically. Such a historical focus, I argue, brings into relief the shifting imagineries of the term as well as help understand why such conceptual vagueness might exist in the first place. In so doing, I draw on the history of philanthropy of the Tata Group, India's leading multinational conglomerate, from the 1860s onwards. I offer a periodization of community and explain what prompted the Tatas to articulate these starkly differing imagineries of community.

view paper (if available)

Hard Work as Identity Work in the Migrant Economy

Author: Tayo Korede; Newcastle U. Business School

The social construction of identity has associated certain identities and bodies with entrepreneurship and as enterprising and constructed other bodies as non-enterprising. In this study, I explore how stigmatized and racialized bodies constructed as 'unentrepreneurial' use the agency of hard work to negotiate stigma associated with their identity and project a coherent self-identity that is congruent with their entrepreneurial identity. By conceptualizing hard work as identity work at the intersection of entrepreneurship and embodiment, I theorize the body as a performative site of entrepreneurial legitimacy and identity negotiation. I argue that although hard work is critical to ventures' growth and success, hard work can become racialized. Racialized hard work is excessive, overbearing and disempowering. A good proportion of the work done within the black migrant economy under the guise of entrepreneurship is done as identity work. This study contributes to the research in identity work by identifying hard work as an intersectional site of identity work.

view paper (if available)

Decolonising MOS as Praxis and an Other Critical Performativity

Author: **Nuria Cadete**; U. of KwaZulu-Natal

Author: **Alexandre Faria**; EBAPE/FGV

Author: **Gavin Jack**; Monash U.

Author: **Nimruji Jammulamadaka**; Indian Institute of Management, Calcutta

Author: **Shaun Denvor Ruggunan**; U. of KwaZulu-Natal

This paper presents the findings of an action research and team-based autoethnographic research project aimed at decolonizing current debates on critical performativity. The literatures on critical performativity and decolonizing management and organizational knowledge have developed in parallel, offering us the opportunity to investigate the nexus of the two. We first identify the Eurocentric conditions of possibility of critical performativity and CMS, and as disruption of these epistemic limits, propose the notion of decolonial praxis as an 'other' (pun intended) performativity. We unpack this idea empirically by drawing upon qualitative data and participant and organizer

reflections on an academic workshop (co-organized by the authors) held in South Africa on the topic of decolonizing management and organizational knowledge. Our thematic findings draw attention to the embodied, affective nature of such decolonial praxis, as well as the importance of 'knowing' and 'doing things' with a double consciousness. Organized under two key themes (connected borderlands; phronetic border thinking/doing), these findings enable us to specify some conceptual features of decolonizing (management) practice that exist beyond colonial difference, and to draw out practical implications for management academics and Business Schools seeking to pursue a decolonial agenda.

[view paper \(if available\)](#)

Platform Colonialism: The Lower Circuit at the Center of Capitalist Accumulation

Author: **Erica Souza Siqueira**; EAESP - FGV / SP

Author: **Marlei Pozzebon**; HEC Montreal & FGV/EAESP

The study seeks to analyze how the self-employed are inserted in the context of financialization and how this insertion enables financial capital accumulation. We initially adopted the concept of neoliberal rationality of Dardot and Laval as our main theoretical lens. However, our immersion in the research field showed us the value of integrating Latin American authors. Through the story of a self-employed couple in the confection industry, and applying hermeneutic analysis, our results make two main contributions. First, we build a new concept – that we call platform colonialism – that unveils the mechanisms by which the work of micro-entrepreneurs constitutes a source of accumulation for financial capital. Although this concept emerged from a Latin America context, their transferability to other 'colonized' contexts is plausible and open to future investigation. Second, we argue that when trying to understand a social phenomenon taking place in a peripheral territory, it is worth to also mobilize local theories, instead of mechanically just borrowing Western-based ones, therefore nourishing the increasing movement of 'decolonizing' our minds. Additionally, our study illustrates the use of critical hermeneutics, showing its potential to increase our ability to deepen

understand the interplay of different trajectories, from life stories to historical accounts.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

DIVERSITY

INTERNATIONAL

RESEARCH

THEME

PAPER SESSION

MC

Consulting and Coaching to Build Engagement and Performance (session 849)

The consultant as an inclusion agent: an approach from the perspective of singularity.

Author: Eric Gautier; U. Pantheon-Assas (Paris II)

Author: David Christophe MORIEZ; ISC Paris Business School

Author: Catherine Voynnet Fourboul; U. Pantheon-Assas (Paris II)

With increased workforce diversity, organizations are recognizing the need to create inclusive workplaces; yet little is known about how consultants can enhance workplace inclusion (Nishii, 2013; Oswick & Noon, 2014; Shore, Randel, Chung, Dean, Ehrhart, & Singh, 2011). The revelation of the singularity of four client organizations with the help of a consultant (Kakabadse, Louchart & Kakabadse, 2006; Schein, 1997) provides valuable information. Different modes of inclusion were observed: prototyping, identity revelation, collective intelligence. Our ethnographic research shows that the identity revelation serves three purposes : 1) self-inclusion, 2) group inclusion, and 3) inclusion of sense. In terms of process, the inclusion of members is in the expression of their singularity and their preparation for action. All in all, our results show how support in revealing organizational singularity turns out to be a powerful catalyst for inclusion and the hitherto ignored role of the consultant as an inclusive agent.

[view paper \(if available\)](#)

MED

Approaches Student Learning and Management Education (session 854)

Approaches Student Learning and Management Education

Controversy Teaching Approaches in Management Education

Author: Stuart A. Allen; Robert Morris U.

Teaching that includes controversial topics is a potentially powerful method in the management classroom and can develop students' skills in areas such as critical thinking and communication. Controversy is implicit to leadership and management roles in workplaces where multiple views and goals exist. The present multipart study presents a new instrument to measure controversy teaching approaches and explores evidence for the reliability and validity of the measure. In addition, the relationship between the controversy teaching approaches and outcomes, such as learning, teaching effectiveness, and instructor credibility, is examined. The validity and reliability of the new instrument was supported in three studies with samples of management and leadership students across multiple U.S. institutions. Multiple perspectives (balance versus bias) and avoidance were found to be two dimensions of controversy teaching approaches that predict various teaching outcomes. The controversy teaching approaches and instruments can support further research, as well as instructional development for management educators.

[view paper \(if available\)](#)

Ethnographical Management Consulting Research and Analysis of Small and Medium Enterprises

Author: Jean-Michel Plane; U. Paul Valery, Montpellier

Author: Laurent Cappelletti; LIRSA-Cnam Paris

Author: Florence Noguera; U. Paul Valery, Montpellier

This article is dedicated to the discussion of epistemological and methodological problems brought forth by the observation of the management practices within Small and Medium Enterprises. From this point of view, questions about the specific context concerning interventions in the SME, the management consultant's neutrality and the inevitable dialectical "immersion-distanciation" with regards to the objects examined are discussed. This article aims to demonstrate the theoretical and above all methodological interest of an ethnomethodological approach in management consulting to Small and Medium Enterprises.

[view paper \(if available\)](#)

Asynchronous



Predicting Workers' Cognitive Engagement and Learning Intentions During a Case Study Narrative Task

Author: Laurie A. Rosner; Bay Path U.

Author: Eric H Kessler; Pace U.

Author: H. Michael Crowson; U. of Oklahoma

Professional development is a common tool to encourage development of employee knowledge and skills which, in turn, supports organizational goals and objectives. The use of case study narratives is one possible strategy to facilitate deeper engagement with and processing learning content within professional development settings. Nevertheless, it is important to consider the possibility that not all employees will engage with case study narratives in the same way. Individual difference factors, work-related perceptions, and even characteristics of case studies themselves may play a role in the degree to which workers attend to (learning) task demands and meet higher-level objectives. In our study, we investigated the roles of dispositional need for closure, openness to experience, conscientiousness, workplace need for closure, and case study narrative framing - in workers' cognitive engagement and learning intentions when presented with a complex, case study narrative task. Nearly 350 professional adult workers were assessed via established measures and path analysis was used to test hypotheses. Overall it was found that the model fit the data well. Of particular interest were that individuals experiencing lower workplace need for closure and who were higher on openness to experience and conscientiousness reported greater cognitive engagement with the case study narrative than those higher on workplace need for closure or lower openness and conscientiousness. Implications for theory, pedagogy, and workplace development are discussed.

[view paper \(if available\)](#)

Co-Creating Curricula with Industry Partners: A Case Study

Author: Samir Shrivastava; Swinburne Business

School, Swinburne U. of Technology
Author: **Anne Bardoel**; Swinburne Business School,
Swinburne U. of Technology
Author: **Nikola Djurkovic**; Swinburne Business
School, Swinburne U. of Technology
Author: **Timothy Plueckhahn**; Swinburne U. of
Technology
Author: **Diana Rajendran**; Swinburne Business
School, Swinburne U. of Technology

In this paper we describe how a mid-sized business faculty in Australia relaunched its Master's in Human Resource Management program in 2019. In a bid to create a niche for its program, the faculty co-created the program's curriculum with industry partners. In what was a unique approach, the industry partners also co-delivered some content. We argue that the approach adopted can help business faculties cope with the tension between ensuring academic rigor and industry relevance in their curricula. We intersperse our description of the curriculum co-creation process with first person narrative accounts and offer pointers on how business schools could develop a decision matrix on the nature of industry involvement in classrooms to enhance learning outcomes. The case study suggests that the following are essential for effective curricula co-creation: support from senior management; administrative and logistical support for recruiting suitable industry partners; effective leadership at the local level; preparatory work to identify the quantum and nature of industry contribution; processes which make partners' ongoing involvement less onerous for them with every iteration; and, most importantly, strong relationships with executive champions from partner organizations. Keywords: Curriculum development, university industry collaboration, Master's in Human Resource Management, management education

[view paper \(if available\)](#)

**Students' Self-Regulation, Behavior Engagement,
and Performance in a Flipped Learning
Environment**

Author: **Sunyoung Park**; Louisiana State U.
Author: **Nam Hui Kim**; Korea Research Institute for
Vocational Education & Training

The purpose of this study is to examine the effect of students' self-regulation, co-regulation, and behavioral engagement on their performance in flipped learning environments in higher education. The subjects were college students taking an education course offered in a 4-year university in South Korea. A total of 221 responses were analyzed by adopting structural equation modeling. The findings indicated that the more students are self-regulated, the more likely they are to engage in co-regulation with other students in the class. Students' self-regulation and co-regulation also significantly affected by their behavioral engagement. Finally, students' self-regulation positively affected their academic performance, while co-regulation and behavioral engagement did not affect their performance. Based on these findings, this study provides meaningful implications for scholars and practitioners on how to select and use more appropriate instructional strategies to improve students' positive behavior, engagement, and performance in a flipped learning environment.

[view paper \(if available\)](#)

Consideration of Appreciative Inquiry as a Methodology for Experiential Learning in Large Classes

Author: **Tracey Messer**; Case Western Reserve U.

Author: **Chantal Van Esch**; Cal Poly Pomona

Author: **Hector Augusto Martinez**; INCAE Business School

Author: **Mai P. Trinh**; Arizona State U.

Larger class size (60+ students) has often been assumed to negatively impact the experience and engagement of both students and faculty. We argue that by adopting an unconditional positive regard and an appreciative lens, instructors can leverage the large class attributes often deemed as deficits into resources of experiential learning. Theoretically, Kolb's Experiential Learning Theory promotes the concept of a hospitable learning space that is learner-centered and psychologically safe, thus allowing for learners to pursue their interests and develop meaningful relationships with classmates and instructor(s). Managing this hospitable space requires instructors to change their educator roles

MED

Cultural Intelligence (session 851)

The Development of Cultural Intelligence in Situated Learning

Author: Kézia Andrade Da Silva; UNISINOS U.
Author: Amarolinda Klein; UNISINOS U.

The development of Cultural Intelligence (CQ) is fundamental for individuals who cross geographic and cultural boundaries to work or to study. Several studies state that the development of Cultural Intelligence (CQ) occurs mainly through the experiences of individuals in contact with other cultures, but there are few studies that demonstrate how this occurs throughout an intercultural experience. This study aims to analyze how the development of Cultural Intelligence (CQ) occurs in situated learning. The research method employed was Netnography, involving the monitoring of an online community (created through a mobile application) composed of 12 undergraduate management students during an international exchange, in different countries. The application allowed the daily monitoring of students through their video, text and photo posts and chat interactions. Three rounds of interviews were also held, one at the beginning of the exchange, one during the exchange, and one after its completion, to understand the Cultural Intelligence (CQ) development process. The main results indicate that the development of Cultural Intelligence (CQ) occurred especially in everyday activities and intercultural interactions not only with local

in order to dynamically match with students' learning styles. Practically, we draw from Appreciative Inquiry, an organizational development intervention methodology, to offer concrete, actionable principles for instructors to effectively facilitate experiential learning processes in their large classes. We conclude with implications for pedagogy and practice.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MED

Issues in Teaching, Instructional Design, & Student Outcomes (session 850)

Having Fun is Not Enough: The Interplay Between Procrastination, Task Enjoyment, and Resilience

Author: Daniela Datzler; LMU Munich
Author: Michaela Schippers; Erasmus U. Rotterdam

Given the vast evidence of the often deleterious consequences of procrastination, especially in an academic context, developing an understanding of what prevents such a dilatory behavior is of great importance. In our study, we used bi-weekly diary data over a period of nine weeks (Nbetween person=350; Nwithin person=5,388) to inform the so far limited understanding of protective factors with regard to habitual procrastination tendencies of undergraduate business students. We argue that having fun when working on tasks is not enough to mitigate negative effects of habitual procrastination, but that individuals also need high levels of resilience. In fact, we found that the negative effect of habitual procrastination on daily effort can only be overcome when students enjoy the tasks which they are working on and also comprise high personal resources as encompassed within high personal resilience. We discuss our results against the background of an interactionist perspective and thus inform the literatures on procrastination and resilience.

[view paper \(if available\)](#)

foreigners, but also with foreigners of various nationalities and, mostly, outside the academic environment. The importance of close relationships, friendship, and the materiality of culture are elements that also stand out in the process of situated learning developing Cultural Intelligence (CQ) dimensions, especially the motivational and cognitive dimensions.

[view paper \(if available\)](#)

CQ Development Through Information and Network Gathering Abroad: A Human/Social Capital Perspective

Author: **Samuel Davies**; U. of Liverpool Management School

Author: **Fabian Jintae Froese**; U. of Goettingen

Author: **Vesa Peltokorpi**; Hiroshima U.

Author: **Jiao Jiao Feng**; Zhongnan U. of Economics and Law

While international experience has been conceptualized and empirically found to improve cultural intelligence (CQ), relatively little is known about the process that facilitates CQ development. Adopting a proactive, human and social capital perspective, we examined the mediating effects of foreign exchange students' human capital (cultural and study information gathering) and social capital (local national and foreign national network gathering) between proactive personality and CQ development following their return from study abroad. We tested our hypotheses with a sample of 167 foreign exchange students in Germany by using a three-wave, pre- and post-CQ test design. Results largely support our hypotheses, showing first that proactive personality positively relates to human capital development in terms of cultural and study information gathering, while only positively relating to social capital development, foreign national network gathering. Second, cultural information gathering and network gathering with foreign nationals facilitates CQ development. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Improving Students' Problem-Solving Skills with Smart Personal Assistants

Global Forum Best Paper Award for the paper that best creates the opportunity to address global issues of significance to management education and/or development.

Author: **Rainer Winkler**; U. of St. Gallen, Institute of Information Management

Author: **Matthias Soellner**; Kassel U.

Author: **Jan Marco Leimeister**; U. of St. Gallen and U. of Kassel

Tomorrow's organizations need employees who are able to deal with rapid changes and solve non-routine problems. Gaining problem-solving skills is considered the number-one skill for future employees to succeed professionally. Predominant learning theories agree that the most effective way to gain these skills is for everyone to receive individual support by their own private tutor. For educational institutions such as high schools and universities, this is often not possible due to financial and organizational restrictions. A new emerging class of information technology – specifically Smart Personal Assistants (e.g., Google's Assistant or Amazon's Alexa) – has the potential to address this problem by interacting with students in a manner comparable to human tutors because of its high degree of adaptability, interactivity and accessibility. Even though there exists a growing body of research about the design and use of Smart Personal Assistants for learning, empirical evidence of their ability to help students improve their problem-solving skills is still scarce. Grounded on technology-mediated learning theory, this study uses a mixed-method approach consisting of two field quasi-experiments and one post-experiment focus group discussion at a business high school and a vocational business school with a total of 90 students to measure the effect of using Smart Personal Assistants on acquiring problem-solving skills. The empirical results show that students in the experiment classes acquired significantly more problem-solving skills than those in the control group mainly explained by changes in their learning process. The findings provide empirical evidence for the importance of using new emerging Smart Personal Assistants on general skill development,

Cultural Intelligence Development: Types of Change and the Role of Intercultural Experience

Author: **Valerie Alexandra**; San Diego State U.

Increasing globalization and cultural diversity have accentuated the importance of developing cultural intelligence (CQ). Many studies examined CQ development, which has been typically operationalized as a change in mean CQ over time. However, inconsistent results paint an unclear picture of whether CQ can be developed. Synergizing research on the types of change in individual capabilities with research on stages of CQ development, this work posits that in addition to the quantitative change in mean CQ, individuals could also experience a reconceptualization of CQ and recalibration of CQ measures as part of the CQ development process. Failing to examine the presence of reconceptualization and recalibration in studies of CQ development could lead to Type II error, inconsistent findings, and create a threat to the substantive interpretation of research results. Moreover, this work posits that individuals with different levels of intercultural experience may experience different types of change at different stages of the CQ development process. This work demonstrates different types of change and the role of intercultural experience in a pretest-posttest study of CQ development among participants of an international business course. Methods for assessing different types of change in CQ development are discussed with implications for improving management learning and education research and practice.

[view paper \(if available\)](#)

Key Factors Influencing Quality Coaching Relationships: The Role of EI Competencies

Author: **Jennifer Nash**; U. of Michigan

Executive coaching continues to explode in popularity as a means for individually-customized executive development. However, academic research on executive coaching has not expanded at the same rate. This is the first dyadic, qualitative study with external professional coaches and executive-level (Director, Vice President, and CxO-level) clients to empirically demonstrate EI

and specifically on problem-solving skill development. Moreover, our work can guide educational institutions and educators in designing and implementing Smart Personal Assistants in their own learning environments.

[view paper \(if available\)](#)

From We to Me: Social Identity and Task Autonomy in Student Teams

Author: **Gerard Beenen**; California State U., Fullerton

Author: **Jenny Zhang**; California State U., Fullerton

Author: **Shaun Michael Pichler**; California State U., Fullerton

Although student team assignments have become a standard component of management education there are a lack of research-based strategies to help instructors facilitate effective working relationships in student teams. We propose that students can improve their working relationships in student teams by emphasizing both team social identity and individual task autonomy. In a quasi-experimental study of 557 business undergraduates, we tested strategies to enhance social identity and task autonomy by investigating students' ability to self-select and name their own teams, and team communication. Team self-selection and communication (face-to-face and electronic) were positively associated with social identity, while communication was positively associated with task autonomy. Social identity mediated the relationship of both team formation and communication to personal skill development; task autonomy mediated the relationship of communication to personal skill development. We discuss implications for the design of student team assignments in management education.

[view paper \(if available\)](#)

Developing Cultural Intelligence in a Serious-Game-Centered Blended Course

Author: **Tobias Schumacher**; ESCP Business School

Author: **Marion Festing**; ESCP Business School

competencies and their influence on quality coaching relationships within a business context. In addition, this is the first study to establish a shared validation of what coaches and clients experience as relevant and important competencies in their interactions. Our qualitative study of 32 coaching dyads finds that emotional intelligence competencies are key factors influencing quality coaching relationships. The top four EI behaviors displayed by outstanding coaches include the competencies of empathy, coach and mentor, inspirational leadership and adaptability. Study results indicate that outstanding coaches leverage their EI competencies to positively influence quality coaching relationships. By exploring how the coach's EI behaviors influence quality dyadic coaching relationships, this empirical study aims to contribute to research and practice in the interdisciplinary fields of psychology, management, and executive coaching.

[view paper \(if available\)](#)

LTO and the Passage of Time: Time to Revisit Hofstede's Cultural Dimensions?

Author: **Douglas Chun**; U. of La Verne

Author: **Zhen Zhang**; U. of La Verne

Author: **Eric Cohen**; Centro U. FMU, Brazil

Author: **Richa Awasthy**; Ambedkar U. Delhi

Author: **Julio Botero-R**; U. de la Salle, Colombia

Author: **Maria Bastida Dominguez**; U. of Santiago de Compostela

Author: **Liviu Florea**; Washburn U.

Author: **Omer F. Genc**; Youngstown State U.

Author: **Ana Maria Soares**; U. of Minho

Using concepts used to measure Long Term Orientation (LTO) from both Hofstede's revised VSM08 questionnaire and Bearden et al.'s (2006) modified scale, we conducted a survey in Brazil, China, Colombia, India, Portugal, Romania, Spain, and Turkey, collecting 1452 valid responses. We found the countries surveyed no longer appear to be in the same relative positions as when Hofstede first published his results in the 1980, or his more recent results after using data from the World Value Survey (WVS). Implications for practitioners, academics and students are discussed.

The current discussion about how to best develop cultural intelligence (CQ), as well as increasing demands for digitalization in education, was the starting point for introducing and empirically testing an innovative blended intercultural management course involving a serious game as its central component. The design of the serious game and the course was primarily based on experiential learning theory, aiming to address different learning preferences as operationalized by the four experiential learning styles: Diverging, accommodating, assimilating and convergent. In a longitudinal study, using matched samples and pre- and posttest measures, we found that students who participated in the course, were able to significantly improve their overall CQ significantly, regardless of their learning styles, and they also developed all four CQ dimensions, namely, cognitive, metacognitive, motivational, and behavioral CQ, respectively. These findings contribute to understanding the antecedents of cultural intelligence and how culture-in-context learning can be facilitated virtually by using serious games. In addition, the paper emphasizes the relevance of experiential learning theory in designing intercultural management courses in order to increase learning effectiveness for a diverse student population.

[view paper \(if available\)](#)

Teaching Capabilities of Doctoral Graduates: PhD Learning Outcomes and Labor Market Expectations

Author: **Adam Keeley**; Maynooth U., Ireland

Author: **Olga Igorevna Ryazanova**; Maynooth U.

Author: **Peter McNamara**; Maynooth U.

Teaching is at the center of an academic's life. It is an important factor in the faculty recruitment and selection process for new graduates. Consistently, recruiters and new faculty reflect that doctoral programs do not equip graduates with sufficient teaching capabilities. Current conversations in the academic literature are calling attention to the difficulties graduates are facing with their teaching responsibilities due to a lack of skill and experience. This can lead to high levels of teaching anxiety in new faculty and create a challenge for academic

view paper (if available)

Asynchronous



employers. Our research reviewed the literature to explore employers' expectations when hiring new faculty members, with a specific focus on pedagogical capabilities. We then review the literature seeking insights into approaches to structured teacher training within doctoral programs. While there exists a common expectation surrounding teacher training and capabilities among aspiring academics and faculty recruitment panels, many students and early career academics comment that they did not receive teacher training, leaving them to develop these skills through trial and error. Our paper presents some mechanisms which can be incorporated into teacher training to develop teaching capabilities in students and early career academics by doctoral-granting and hiring institutions.

view paper (if available)

Asynchronous



MED

Perspective on Business School Rankings and Accreditation (session 853)

Networking Strategies of Business Schools, Ranking and Regional Factors

Author: **Abdulrahman Chikhouni**; Bissett school of Business

Author: **Isabel Ing**; Bissett school of Business

This paper investigates how business schools use networking to take advantage of their reputation to build their networks of relationships with other schools. We also investigate the influence of the region on the networking strategies of business schools. We studied the networking behaviour of the business schools that are part of the Financial Times Global MBA ranking (138 schools). We explored how ranking changes affect the size and density of business school networks over the period from 2000-2016. We found a positive relationship between the increase of the ranking and the size of the network, but not with its density. We found that schools that receive better ranking tend to build a network that is full of structural holes. Regarding the

MED

Perspectives on Assessment (session 852)

Reassessing How We Grade in Today's Business Schools

Author: **Mark A. Serva**; U. of Delaware

Author: **Amanda Convery**; U. of Delaware

Author: **Amanda Bullough**; U. of Delaware

Grades are meant to be a metric of a student's learning, and business schools place a huge weight on them. GPAs determine who gets into undergraduate and graduate programs, and who graduates with honors (and who does not). Grades have been referred to as a currency that can quantify learning, which enables market-based comparison and barter. This paper offers a new direction to business schools for the measurement of student learning—specifications grading—that proposes to overcome these concerns. Specifications grading assesses a student's competence based on how her/his work meets certain criteria, or specifications. We first define specifications grading and delineate how it differs from the traditional grading model, outline the

regional tendencies, we found that the relationship between the improvement of ranking and the size of the network is stronger for American compared to European and Asian business schools.

[view paper \(if available\)](#)

It's About Time: Categorization Theory and AACSB Tenure's Effect on Business School Differentiation

Author: **Bret Sanner**; Iona College

Author: **Bernadine J. Dykes**; -

Author: **Daisung Jang**; U. of Queensland

Significant scholarly attention has been given to understanding if the Association to Advance Collegiate Schools of Business (AACSB) helps or harms business school differentiation. In contrast, we apply categorization theory to investigate which and when AACSB business schools are more differentiated. Because middle AACSB tenure schools perceive differentiation as being more beneficial than longer AACSB tenure business schools and as posing less risk to their continued accreditation than shorter AACSB tenure business schools, we propose an inverse-u shaped relationship between AACSB tenure and differentiation. We also imply that private business schools are enabled to differentiate more than public business schools, leading to private business schools having greater differentiation across lengths of AACSB tenure. These patterns are supported by data from a variety of sources. In addition, post-hoc analysis shows an indirect effect from a business school being affiliating with a private university to students' starting salaries through the business school prioritizing social acumen. Our findings highlight the importance of investigating between-school differences in differentiation.

[view paper \(if available\)](#)

Disentangling the Role of Isomorphism in the Emergence of Latecomer Academic Institutions

Author: **Hyungseok Yoon**; U. of Leeds

Author: **Mustapha Belkhouja**; Grenoble Ecole de Management

Author: **Yingqi Wei**; U. of Leeds

weaknesses of the traditional grading model, and offer three examples that illustrate the application of specifications grading throughout the business school curricula.

[view paper \(if available\)](#)

Cross-Functional Integration Skill Sets: Minding the Gap Between Employer Needs and BizEd Delivery.

Designated as a "Best Paper" for MED

Author: **Danuse Bement**; U. of North Texas

Author: **Derrick E D'Souza**; U. of North Texas

Author: **Elisabeth M. Struckell**; U. of North Texas

Cross-functional integration (CFI) capabilities of veteran managers have always been viewed as important, but organizations now expect new undergraduate business hires to demonstrate these skill sets prior to entering the organization, and they expect educational institutions to provide these skill sets. There is a reasonable body of evidence which suggests that despite their well-intended efforts, business schools are not meeting employer expectations. In this paper, we investigate why this may have occurred. We note that the CFI construct has not been clearly articulated and we posit that the adoption of a multidimensional characterization of this construct would help researchers and business program administrators articulate the gap between an organization's CFI needs and the educational institute's deliverables. The research framework introduced offers an opportunity for researchers to map the CFI needs of organizations to the deliverables of undergraduate business programs on three CFI dimensions – collaboration, coordination, and communication – which can then be used by administrators and course-designers to focus their thinking on curricula and associated instructional resources to deliver the right mix of CFI skill sets that organizations expect to see in their new business-major hires.

[view paper \(if available\)](#)

Can an Engagement Platform Persuade Students to Stay? Applying Behavioral Models for Retention (WITHDRAWN)

Author: **Arijit Sengupta**; Florida International U.

Author: **Scott D. Williams**; Wright State U.

Author: **Sangho Lee**; KAIST College of Business

By building on insights from institutional isomorphism, this paper investigates different development paths of the latecomer academic institutions (engaged in business and management research) in Hong Kong, (South) Korea, Singapore, and Taiwan. While it is known that latecomers benefit from the act of isomorphism by imitating incumbents' practices, we depart from the view to argue that latecomers do not simply follow the dominant rules of the game but create their own paths. Our preliminary analysis on the academic institutions of four 'Dragons' of East Asia shows that business knowledge production in Hong Kong and Singapore was more strongly influenced by coercive (research strategy) and normative (faculty recruitment strategy) isomorphic pressures than Korea and Taiwan. The influence of mimetic (co-authorship strategy) isomorphic pressure was lower in Hong Kong and Taiwan than in Singapore and Korea. Furthermore, our econometric analysis shows that research, faculty recruitment, and co-authorship strategies affect the research impact (citations) of the academic institutions across each country differently. This study sheds new light on the role of sociological institutional forces in the emergence of latecomer academic institutions.

[view paper \(if available\)](#)

Making the Case for our Legitimacy: Broadening the Management Education Curriculum to Achieve Impact

Author: **Caroline McGroary**; Dublin City U.

Author: **Raja Clouse**; Dublin City U. Business School

Author: **Razan Alshebel**; Princess Nourah Bint Abdulrahman U.

Author: **Anne S. Huff**; Dublin City U.

"The aim (of education) must be the training of independently acting and thinking individuals who, however, see in the service to the community their highest life achievement" - Albert Einstein. There has been much recent debate about the legitimacy of business schools in a world that increasingly views education as a commodity and questions the value and impact of traditional scholarly activities. In this paper, we demonstrate the need for business

This paper presents the effects of a technology-based engagement platform, referred to as IMPRES (Interactive Mobile Platform for Retaining and Engaging Students). IMPRES is a mobile application, backed by a set of data analysis services, which seeks to engage and retain its users to enhance their professional development. Specifically, the application intends to enhance students' engagement in their college and improve student retention. The method is influenced by and evaluated from the standpoints of four theoretical models previously used in research on computing and behaviour. First, the self-determination theory perspective on digital games explains users' motivation. Second, social identity theory explains users' psychological connections to their college. Third, continuance theory explains continuity of users' engagement. Finally, the persuasive system design perspective associates IMPRES's features with users' motivation. By integrating these theories, we develop and find much support for a model of IMPRES's effects on students' intent to continue their studies.

[view paper \(if available\)](#)

Personality and Academic Performance: The Lens of Economic Background and Time

Author: **Akhila Veldandi**; Indian Institute of Management Indore

The present study extends the literature of personality and academic performance. It examines an interesting yet unanswered question: Does the impact of personality on academic performance depend on the economic background of an individual. It also investigates whether the effect of personality over academic performance changes with time. Based on the academic performance data on 33 different courses from a sample of 333 management students, spanning a period of 9 months, the present study attempts to understand personality and academic performance relationships through the lens of economic background and time. We argue that the effect of personality on academic performance changes with time: the negative effect erodes over time, and the positive effect strengthens over time. The implications of the study were discussed.

schools to embrace all three facets of scholarship – teaching, research and service to society – to make a compelling argument regarding our continuing legitimacy. This paper describes how an AACSB accredited business school, delivering degree programs with a partner university in the Middle East, designed its strategic management curriculum around a national political, economic, and social issue, namely the financial literacy levels of citizens. Using the framework of the UN Sustainable Development Goals (SDGs), this innovative curriculum led to the design and implementation of a range of impactful educational initiatives, empowering over 200 students to improve their own lives and those around them, while also achieving learning outcomes based on a curriculum that emphasized multidisciplinary learning, industry engagement and active citizenship.

[view paper \(if available\)](#)

The Persuasion of Performative Technologies: Constructing Calculating Selves in Universities

Author: **Elin Funck**; School of Business and Economics, Linnaeus U.

Author: **Kirsi-Mari Kallio**; U. of Turku, School of Economics

In recent decades there has been an avalanche of numbers in public life and academia is no exception. Among Business Schools the competition for status has forced them to apply for various accreditations. While the number of studies pointing to the fact that increased reliance on performative technologies (PT) tends to challenge the academic ethos is quite large, less attention has been paid to the process of how the technologies becomes so powerful that they starts to appeal to the inner mentalities of the professionals. This paper address this by casting lights on an AACSB accreditation process at a Swedish university and how it takes on different roles as it (un)consciously lure people to internalise the underlying logics and construct calculating selves. By applying the CMIS-framework (Englund & Gerdin, 2019) the purpose is to explore the different roles and psychological mechanisms that the PT play and appeal to. The results demonstrate how different roles and psychological mechanisms appear in different stages of the construction

[view paper \(if available\)](#)

Evaluating STEM-Based Sustainability Understanding: Using Cognitive Maps in Post-Secondary Settings

Author: **Elizabeth Petrun Sayers**; RAND Corporation

Author: **Christopher Craig**; Murray State U.

Author: **Emily Skonicki**; Montana State U. Billings

Author: **Grace Gahlon**; RAND Corporation

Author: **Susan Gilbertz**; Montana State U. Billings

Author: **Song Feng**; U. of Arkansas

Businesses will encounter increasing climate variability and shifting weather patterns in the future. Business leaders will be required to face the degradation of the natural environment, market challenges, moral dilemmas, and other sociopolitical issues. Considering the magnitude of climate change, future leaders need to navigate the complex impacts from these changes and respond appropriately to innovate, coordinate with other institutions, and change operations as needed. Greater emphasis on sustainability should be guided by science, technology, engineering and math (STEM) competencies, which are often missing from business curricula. In response, we proposed new STEM-based sustainability curriculum that was integrated into four existing business courses. An additional challenge associated with curricula design and development includes evaluation. Measurement tools that exceed self-reported knowledge are lacking, which prompted researchers to seek new approaches to measure sustainability proficiency. One such method of assessing STEM-based sustainability understanding is through cognitive mapping. This research builds on previous cognitive mapping literature and explores the ability of the method to capture changes in student outcomes after exposure to STEM-based sustainability curriculum. Using a treatment and comparison approach, we use cognitive mapping to explore the impact of the new STEM-based sustainability curriculum. We describe the cognitive mapping instrument, and overview the results which answer: (1) Will students experience a change in mapping capabilities after receiving the STEM-based sustainability business content?; and (2) Is cognitive mapping a viable method for assessment student learning in STEM-based sustainability business

process. Early on the PT allows individuals to realise themselves; thereby persuading them to conduct different forms of subjectivising work upon themselves. However, as the PT is put into practice the repressive and coercive forces become more perceptible.

view paper (if available)

Asynchronous

INTERNATIONAL

RESEARCH

PAPER SESSION

ASYNCHRONOUS

classes?

view paper (if available)

Asynchronous

RESEARCH

TEACHING

ASYNCHRONOUS

PAPER SESSION

MSR

Worldviews for Transforming Organizations (session 855)

Studies that focus on diverse worldviews for transforming organizations.

Vedic Leadership Principles for Organizational Success – A Case Study

Author: **Anil K. Maheshwari**; Maharishi U. of Management

Author: **Rakesh Kumar Gupta**; Maharishi U. of Management

Vedic Leadership is predicated on the notion of highly developed self-awareness of leaders who transcend surface reality and connect with the broad essential wholeness of the world. The most important Vedic principles for leadership relate to the nature of the Self and Action – i.e. who we are and what should we do. We present key Vedic concepts – of nondual Consciousness, moral duty (dharma), and dispassionate action (karma) to articulate a simple Vedic leadership formula as follows: Authentic leaders are self-realized people who do their work dispassionately according to their moral duty. We also present a simple V-theory of transcendence that enables multiple techniques for leaders to increase their self-awareness. Vedic leadership ideally leads to a sustainably growing organization that engages the wholeness of Being and fullness of knowledge, for mistake-free action on everyone's part. In such an organization, everyone performs their specific assigned role to the best of their natural ability and talent, while keeping the greater good of the whole in mind. We also present a validated professional CEO's account of

OCIS

Computer-Mediated Communication (session 857)

Autonomy in Distributed Teams: The Roles of Leader Role Clarity and Daily Team Communication

Author: **Sut I Wong**; BI Norwegian Business School
Author: **Suzanne Van Gils**; BI Norwegian Business School

Author: **Weng Si (Clara) Lei**; Macao Institute for Tourism Studies

Author: **Matej Cerne**; U. of Ljubljana

In the contemporary digital era, leader roles largely shift to coordination of distributed teams via digital means in order to keep the team members connected as well as autonomous. We propose that too much autonomy, especially when the distributed teams are loosely coupled and the leaders' roles are diffuse, can be detrimental. Particularly, we propose that finding the right balance between granted autonomy and connectedness is key for leadership functioning, both in terms of team members perceiving their leaders as effective (Study 1), and in terms of the team coordination that results from the leaders' efforts (Study 2). Moreover, we found that the curvilinear effect of autonomy on leadership functioning is contingent on the leaders' own role clarity (Study 1) as well as on the daily communication between the team at large (Study 2).

view paper (if available)

leading with Vedic principles in a multinational business organization. In seeking the Vedic ideal of Vasudhaiva Kutumbakam, or 'whole world as one family', this business experienced rapid and sustainable growth for over a decade. There are implications for leadership and transformation in organizations as well as for society for addressing complex challenges.

[view paper \(if available\)](#)

Indigenous Networks: Broadening Insight into the Role they Play, and Contribution to the Academy.

Author: **Ella Henry**; Auckland U. of Technology
Author: **Jason Paul Mika**; Massey U., Manawatu Campus

Author: **Tania Wolfgramm**; Auckland U. of Technology

This paper evolved from a study of Maori business networks in New Zealand in 2018. The findings from that study led to an expanded research, based on further case studies with Indigenous peoples in Canada and the United States in 2019. The research contributes to the small but burgeoning Indigenous development literature. It more specifically focuses on the role these networks play, and the ways they raise the social, cultural and spiritual capital of Indigenous communities, which in turn holds the potential to impact on Indigenous enterprise, self-determination and development. This is particularly important, given the shared history of colonial conquest, economic and social disenfranchisement, and the diminution of Indigenous cultures, traditions, and economic and political sovereignty. This study broadens the insight of the academy into Indigenous enterprise, encourages greater collaboration between Indigenous peoples and non-Indigenous scholars, and proposes the idea that networking may enhance spiritual capital for Indigenous and non-Indigenous peoples and enterprise.

[view paper \(if available\)](#)

Indian Worldview and its Implications for Management Scholarship and Practices

Conditional Effects of Workplace Flexibility on Health Across Communication Classes - A LCA Analysis

Author: **Tim Manfred Goetz**; HSG U. of St. Gallen

In the 21st century, flexible work is one of the megatrends shaping how modern work takes place. Particularly prior research on the relationship between workplace flexibility and health has shown inconsistent findings. Following the assumption that not every workplace setting is suited for spatially dispersed working behavior, it is expected that this inconsistency may be due to unobserved heterogeneity in the workplace setting of employees. Specifically, the means of communication, as well as task interdependence characteristics, might explain some of this heterogeneity. Using latent class analyses, five communication classes, are identified based on participants responses regarding their use of several communication channels for information exchange with colleagues. Based on Conservation of Resources (COR) theory, it is theorized that there are different relations between workplace flexibility behavior and health, i.e. emotional exhaustion, for employees in different communication classes. Hence, the role of varying task interdependency levels is examined within those classes. Hence, we hypothesize that workplace flexibility can unfold positive effects on employees' health especially for employees that are used to communicate virtually. Moreover, we follow that high task interdependency implies high communication requirements, and thus, workplace flexibility can only be beneficial when strong virtual communication is practiced. We follow an exploratory person-centered approach by applying latent class analyses with a secondary model (Asparouhov & Muthén, 2014) to explore the sample of 7'178 German employees. Results support the hypotheses and indicate that workplace flexibility is particularly beneficial for employees with high virtual communication and high task interdependencies. The factors are considered as crucial boundary conditions for examining relations of workplace flexibility.

[view paper \(if available\)](#)

Author: **Ashish Pandey**; Indian Institute of Technology, Bombay
Author: **Ajinkya Vijay Navare**; Indian Institute of Technology, Bombay
Author: **Rajesh Chandwani**; Indian Institute of Management, Ahmedabad
Author: **Dr. Saurabh Srivastava**; Associate Professor, Shri Mata Vaishno Devi U., Katra, J&K, India

Worldview is the philosophical outlook that a person, knowingly or not, utilizes to organize his or her belief system and activities. A worldview comprises of culturally organized and inter-related macro thoughts that organize much of the body of symbolic creations and ethnophilosophy among many other epistemic and ontological stances. This article is aimed at deciphering the Indian worldview by elaborating the nature of human self, goals of human life and the role of work in the human life subscribed in the Indian traditional wisdom and their theoretical implications on management in general and Management-Spirituality and Religion (MSR) in particular. Indian worldview is replete with spiritual wisdom and the insights about how to bring spirituality or Adhyatma into the practice in day to day affairs of individual or collective life. Hence, MSR is the natural home division for this submission.

[view paper \(if available\)](#)

Being in Business: A Sensemaking Perspective on Spiritual Transformation at Work

Author: **Lasse Lychnell**; Stockholm School of Economics

Building on sensemaking theory and Erich Fromm's distinction between the existential modes of having and being, this paper explores the process in which managers integrate spirituality into their working lives through a longitudinal, clinical research project. The being mode of existence offers a way to bypass the grip of identity in the sensemaking process, opening up for new ways of enactment, and thus, a way for spirituality to be integrated into the evolving self. The interplay between identity and context in the sensemaking process is discussed, and it is suggested that the existential mode of being may

The Temporal Dimension of Copresence in Medical Practice: The Case of Telestroke

Author: **Iman Taani**; National U. of Singapore
Author: **Isam Faik**; National U. of Singapore
Author: **Shi Ying Lim**; National U. of Singapore
Author: **Tian Ming Tu**; Department of Neurology, National Neuroscience Institute

This paper examines how co-presence is enacted in technology-mediated medical practices, particularly under time pressure. Extant literature highlights time (e.g. immediacy and duration of interactions) as a critical condition for copresence, but there has been little attention to the variation of copresence over time. In this paper, we investigate this variation through an ethnographic study in three emergency departments that are linked via a telemedicine system called Telestroke, which is used to diagnose and treat stroke patients at a distance. We draw on the sensemaking literature to uncover how copresence is enacted across different phases of technology-mediated medical practice. Our findings reveal four mechanisms that shape the variation of copresence across time, namely extracting cues, retrospection, perspective-taking, and selective attention.

[view paper \(if available\)](#)

Cross-Disciplinary Team Design, Communication Overload, and Innovation

Author: **Lindsay Elizabeth Larson**; Northwestern U.
Author: **Alexandra Michelle Harris**; Northwestern U.
Author: **Raquel Asencio**; Purdue U., West Lafayette
Author: **Dorothy R. Carter**; U. of Georgia
Author: **Leslie A. DeChurch**; Northwestern U.
Author: **Ruth Kanfer**; Georgia Institute of Technology
Author: **Stephen J. Zaccaro**; George Mason U.

Our highly globalized and technologically-enabled world is allowing organizations to solve more complex challenges than ever before. Thus, organizations are increasingly focusing on their ability to tackle these new challenges through feats of innovation. In this study, we examine the influence of team structure on communication patterns that influence innovation outcomes. We test our hypotheses via an experiment in a

provide in order for new cues, interpretations, and action possibilities to emerge. By articulating the role of mode of existence in the sensemaking process, this paper also contributes to the sensemaking perspective. The notion of being-based doing is developed as a way of talking about actions that stem from the existential mode of being, including mindfulness, compassion, and other states grounded based in experiencing.

[view paper \(if available\)](#)

How Do Worldviews Shape Human Moral Behaviors? Rediscovering the Moral Microfoundation Laid by Adam

Author: **Zheng Zhao**; U. of Kansas

Author: **Mark Pritchard**; Central Washington U.

Vast research has shown that human moral behaviors are profoundly influenced by their worldviews. Yet, how worldviews shape moral thinking and behavior at a micro level remains unclear. In this paper, we distinguish worldviews as open and closed system based on the ontological aspect of General Systems Theory. We then use this lens of open vs. closed system worldview to examine Adam Smith's seminal work of the Theory of Moral Sentiments (TMS) which he wrote 250 years ago. Through a careful examination this work, we were illuminated by Smith's insights linking major moral constructs such as sympathy, self-interest, and restraint to self-interest to worldviews. Although these insights were largely overlooked by the subsequent generations, it is important for us to bring them back to the forefront of moral and ethical discourse as they laid the indispensable microfoundation of moral behaviors. We also draw implications of these Smithsonian insights which shed light on three type of ethical perspectives in the business context: shareholder value, stakeholder value, and open-system purpose driven perspective.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

meaningful setting of cross-disciplinary project teams. Results of this study suggest that a coordinated multiteam system (MTS) structure results in more innovative (novel, implementable, and integrated) project outcomes than does an integrated team structure through the indirect effect of communication overload on team members. Our results suggest future directions for managers of cross-disciplinary projects leading tomorrow's next big innovations.

[view paper \(if available\)](#)

The Punctual and Sustained Effect of Recognition-Based Rewards in Online Communities

Author: **Coen Van Der Geest**; KIN Research, VU Amsterdam

Author: **Joey Van Angeren**; Vrije U. Amsterdam

Author: **Mahmood Shafeie Zargar**; KIN Research, VU Amsterdam

Managed online communities frequently use recognition-based rewards such as badges to motivate members to actively contribute to the community. To members, rewards constitute both a goal to be achieved and a token of recognition for their contributions. However, whether such rewards also actually lead to a sustained increase in members' contribution levels is unclear and a hitherto contested and untested issue. In this paper we argue that the effectiveness of rewards partially depends on the activity that is being incentivized, because individuals' ex-ante motivations differ from one activity to another. Advancing this argument, we categorize between the inherently distinct core and supporting activities; core activities being more intrinsically rewarding and central to the community, and supporting activities being less glamorous and visible yet crucial to community functioning. Our empirical investigation of the StackExchange community allows us to demonstrate a goalpost effect consisting of exponential activity growth in the ramp-up towards the rewards across activity categories. The post-reward-attainment activity levels, on the other hand, remain sustainably higher for supporting activities while dropping to the baseline values for core activities, suggesting a lasting motivational effect induced by the recognition-based reward.

OCIS

Crowdsourcing (session 856)

A Process Theory on Transformation of Work Through Internal Crowdsourcing

Author: Michael Greineder; U. of St. Gallen

Author: Ivo Blohm; U. of St. Gallen

Internal crowdsourcing showed a substantial increase of use in recent years, since it describes a promising alternative to traditional orchestration of employees in today's digital era. However, literature falls short in explaining the transformation process that is enacted by such approaches of platform-based work organization. By using a work organizational perspective with the existing body of knowledge in combination with a revelatory case study, this paper develops a process theory explaining the transformation process of internal crowdsourcing over time and how the organization of work transform during this process. Moreover, we discovered four different forms of organizing work with a completely new form of work organization: the "Hybrid Flash Organization". Scholars can identify critical incidents and process phases, while practitioners use our findings as a transformation guideline of internal crowdsourcing to detect potential threads, opportunities and constraints along the way of a successful implementation.

[view paper \(if available\)](#)

The Ecological Influences of Categorical Niche Width and Category Contrast on Crowd Evaluation

Author: Yu Xu; Northwestern U.

Self-categorization based on socially constructed classification systems is a key feature in many online communities. Institutionalized categories are often employed by community members to highlight similarity and difference among ideas or products.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ODC

Learning, Capability, and Routine Dynamics (session 859)

How to Achieve Consistency Between Day-to-Day Practices and Changing Demands

Author: Bjarne Espedal; NHH Norwegian School of Economics

Author: Svein Tvedt Johansen; uit - the arctic U. of norway

This study explores how and under what conditions organisational actors achieve consistency between their day-to-day practices and new or changing demands. An explorative field study is conducted in a selected company, and the study's results show that consistency is a learning outcome achieved within an ecology of learners. In this context, two types of learning are involved in the change dynamics. First, the adjustment to new, external ideas through the revision of the collective mindset based on learning from the experiences of others. Second, the adjustment of internal routines and practices to the new mindset based on the organisational actors' experiences and the translation of new ideas into practice. The findings of this study indicate that the balance between these two types of learning depends on a stable and safe contextual environment for the learning and change process. These aspects emerge in the context of a temporarily situated learning network, which creates the temporary dispenses of demands, rules, and constraints of the everyday organisational life. As a result, the organisational actors discover the intelligence of a new mindset, become committed to that mindset, and learn to develop routines and competence with respect to the new mindset.

[view paper \(if available\)](#)

The objective of this research is to investigate how the categorization process shapes audience evaluation in crowdsourcing communities. Guided by the existing literature on crowdsourcing and the ecology of categories, the current research explores the ecological influences of categorical niche width and category contrast on crowd evaluation. Empirical results from a 6-year panel of 130,806 designs submitted to ongoing contests hosted by Stitchly (a pseudonym) indicated that (a) niche broadness and (b) reduced contrast triggered positive reactions from crowd members. Further, an idea's average contrast negatively moderated the positive association between categorical niche width and crowd evaluation. Theoretical and practical implications are also discussed.

[view paper \(if available\)](#)

Resource Openness: Towards an Integrated Theoretical Approach

Author: **Franziska Kraken**; U. of Cologne

Author: **Daniel Schlagwein**; The U. of Sydney

Author: **Detlef Schoder**; U. of Cologne

Several leading firms have used the Internet to open (for free and public use) some of their most valuable resources (e.g., code, patents, APIs). Examples of such 'resource openness' range from Facebook's APIs, to Google's Android source code, and Tesla's electric car patents. Resource openness appears to contradict the tenets of conventional theories, notably the Resource-Based View, which calls for resource protection. How can we conceptualize why firms open resources, what resource openness entails and its consequences? We identified 12 theoretical approaches from several disciplines, all with some applicability towards resource openness. However, our review showed that no coherent theoretical framework existed that could capture all the key aspects of resource openness available to date. In our work, we develop an initial theoretical framework that conceptualizes resource openness as well as its preconditions, nature, and consequences. We provide pointers for how this theoretical approach can be furthered.

[view paper \(if available\)](#)

Stretching Routines: How Newcomers' Learning Process Shapes Routine Dynamics

Author: **Virginia Rosales**; HEC Montreal

Author: **Medhanie Gaim**; Umea U.

Author: **Linda Rouleau**; HEC Montreal

In this paper, we examine the unfolding process of newcomers' learning in routine dynamics. Mainly viewed as cognitive schemas, previous research has provided evidence for the storage of routines as procedural memory. As mindful accomplishments, studies in routine dynamics have shown that learning can be an ongoing process, as individuals adapt their performances and pattern routines accordingly. Nonetheless, little is known about how learning takes place when routines are not to change but the organizational members performing them are. We address the questions of how organizational members learn to competently perform routines, and how this learning process shapes routine dynamics, through a four-year ethnographic study of an emergency room at a university hospital characterized by high rates of personnel turnover. We find that, in learning how to perform routines, newcomers draw on four learning practices (stunt performing, virtual performing, collegial learning, and self learning), which result in routine stretching. Our findings lead to a theoretical framework which outlines the learning process newcomers go through and its influence on routine dynamics. Our study contributes to research on routines by articulating the learning process organizational members undergo in becoming skillful at performing routines and how this enables new and old routine participants to align their lines of actions in reproducing routines as patterns-in-variety.

[view paper \(if available\)](#)

Re-Imaging Coaching as an Organizational Capability

Author: **Natalie Ashdown**; UNSW, Canberra, Australia

Author: **Deborah Blackman**; U. of New South Wales

Increasingly, organizations are training managers to coach their subordinates as a means of enabling organizational change (Grant, 2010) based on

On the Relative Efficiency of Crowdsourced Rating Mechanisms: Experimental Evidence

Author: **Joshua Foster**; U. of Wisconsin, Oshkosh

This paper experimentally tests the effectiveness of three crowdsourced signalling mechanisms on their ability to resolve an asymmetric information problem over product quality for a set of consumers. Motivated by naturally occurring environments, the first mechanism allowed experimental subjects to submit a signal of high product quality only, the second allowed for a signal of high and a signal of low quality, and the third a five star rating scale of quality, which reported the average rating. In support of the primary hypothesis, the experimental results reveal positive returns to the degree of signal specificity in the rating system given to consumers. Namely, the five-star rating mechanism reduces the presence of asymmetric information more than the high quality signal only mechanism. The high-and-low quality signalling mechanism, which offers an intermediate level of signal specificity on quality, is not statistically different from the other two mechanisms. Furthermore, an analysis of individual characteristics finds evidence that the willingness of a subject to rate products, and thus aid in producing valuable information for other consumers, is critically linked to their pro-social tendencies.

[view paper \(if available\)](#)

Leaders, Empower Your Workforce! Analyzing Leadership in Internal Crowd Work

Author: **Benedikt Simmert**; Research Center for Information System Design (ITeG) - U. of Kassel
Author: **Christoph Peters**; U. of St. Gallen and U. of Kassel

New digital and agile forms of work organization require new leadership styles and competencies. Still, the understanding of leadership in these new forms of work is in its infancy. We select internal crowd work (ICW) as one, clearly defined new form of work and increase understanding of leadership in this context by analyzing four distinct cases of ICW.

evidence linking this ability to the achievement of individual and organizational outcomes (d'Abate, Eddy & Tannenbaum, 2003; Grant, 2010; Ladyshewksy, 2010). However, although there is empirical evidence that where managers are effective coaches of their subordinates, performance will improve (see for example Hagen 2012 for an exemplar overview of the literature), there is much less explanation as to why coaching works. We suggest this is a problem as it is hard to develop better practice if the reasons for efficacy are unclear. As a result, in this paper we offer a potential explanation by redefining coaching as an organizational capability. In this paper we present the development of a theoretical picture of coaching as an organizational capability, and then implications for practice in the areas of change, improvement in outcomes of learning and development initiates and return on investment if coaching is a dynamic organizational capability, and the potential for future research in this area.

[view paper \(if available\)](#)

Reflexive Learning from Emotionally Challenging Organizational Experiences

Author: **Paul Hibbert**; U. of St Andrews
Author: **Lisa Jane Callagher**; U. of Auckland
Author: **Frank Siedlok**; U. of Auckland
Author: **Nic Beech**; U. of Dundee

This paper considers how reflexive practices can enable learning to be developed from emotionally challenging or (potentially) traumatic experiences. We argue that while such experiences can be remembered in detail, learning does not necessarily follow unless reflexive practices help individuals to move on from containing painful memories to explicating and exploring them. We employ a relationally reflexive method in which the authors take dual roles as autoethnographic researcher-participants. We build on a framework of emotional experiences and reflexive learning comprised of: breaching extreme emotional experiences; attending to emotions as triggers of reflexive practice; discussing, through reflexive dialogical engagement, to open up aspects of emotional experiences for learning; and recovering from traumatic circumstances through reflexive personal

Based on qualitative interviews, we describe how employees perceive psychological empowerment and develop workforce agility through different leadership styles in ICW. As our main contribution, we detail and extend existing research regarding ICW and empowerment by identifying structural antecedents that affect psychological empowerment of ICW as well as consequences of an empowered workforce in ICW. Thereby, we indicate that an empowered workforce is an important factor for the implementation of workforce agility in ICW. Moreover, regarding leadership, we explain the design and changes of leadership in ICW in detail and explicate a new requirement for leaders in agile and digital form of work organization: the flexible handling of different context-specific situations, projects and tasks. For this purpose, we develop a theoretical model that describes the effects of shared leadership, empowering leadership and e-leadership on workforce agility mediated by an empowered workforce.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

emotional work. We show how learning from 'contained' emotional experiences through reflexive practices can be enabled by the legitimization of emotions, temporal distance from the difficult emotional experience, and the helpful attention of others.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ODC

Managerial Leadership in Action (session 858)

Titan Tensions: How Do CEO Curiosity and CFO Conscientiousness Drive Bold Moves?

Author: **Dieter Gutschi**; WU Vienna

Author: **Patricia Klarner**; WU Vienna U. of Economics and Business

The most prominent executive relationship of today's business environment is between the CEO and CFO. However, we lack insights into how their personality interactions influence specific strategic decisions. Curiosity plays a distinct role in human behavior and development but has not been studied on the executive level. In this study, we investigate how CEO curiosity influences the likelihood of organizations to perform bold moves such as large-scale acquisitions and large-scale diversification moves. We also examine how CFO

OMT

STR

ENT

Cultural Entrepreneurship Within, Outside, Between, and Across Categories (session 864)

A rich body of "cultural entrepreneurship" research has matured over the last decade, offering unique insights into the meaning-making and cultural processes by which market categories shape, and are shaped by, entrepreneurial action. Although cultural entrepreneurship research recognizes that actors must construct the meaning-system that underpins emerging categories, early research on the topic typically assumed that categories stabilize once they become established. More recently, a growing body of work has begun to question whether the boundaries and underlying meanings that underpin categories are ever really settled, suggesting a need for a more dynamic understanding of market category evolution. Thus,

conscientiousness moderates the relationship between CEO curiosity and bold moves. Our study contributes to upper echelons research by studying the role of central personality traits among the most prominent subgroup of the TMT.

[view paper \(if available\)](#)

Leader's Individualized Reframing for Strategic Change Towards Sustainable Business Model

Author: **Divya Bhutiani**; LM Thapar School of Management Thapar U. Patiala (Punjab) India

Author: **Padmakumar Nair**; LM Thapar School of Management Thapar U. Patiala (Punjab) India

Author: **Gregory G. Dess**; U. of Texas at Dallas

Framing has been widely seen as a communication, negotiation and decision-making tool for leaders and managers. However, it has not been well established as a leadership tool for institutionalizing corporate sustainability. There is a plethora of research related to the need for adopting corporate sustainability by organizations but much more needs to be known about the 'how' part of it. Using an inductive approach, we studied how Interface Inc., the largest carpet tiles manufacturer in the world, was transformed to one of the most sustainable corporations in the world. Our qualitative study discovered that the founder-CEO, Ray Anderson, effectively used individualized reframing based on the role expectations of his firm's stakeholders in order to overcome resistance and change towards an emphasis on sustainability across the value chain. We also offer useful practical insights for practitioners on the process model of change that was adopted by the CEO in institutionalizing sustainability across Interface Inc.

[view paper \(if available\)](#)

Changing from Compliance-Based to Conduct-Focused Internal Auditing Approach to Prevent Misconduct

Author: **Woon Gan Soh**; Singapore

Author: **Elena P. Antonacopoulou**; GNOSIS INSTITUTE

Author: **Regina F. Bento**; U. of Baltimore

the primary goal of this symposium is to further our understanding of how actors shape the trajectories that market categories may take, outlining fruitful avenues for research.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Author: **Clare Rigg**; U. of Liverpool Management School

Amidst public acknowledgment of malpractices in the volatile financial services industry, Internal Auditing (IA) does not seem to have done enough to combat misconduct. Why does misconduct recur despite regular IA reviews? How has IA realized its responsibility as a line of defense for the organization? This paper explores whether changes in IA approach can effectively enable internal auditing as a practice, to fulfill its governance role in managing 'conduct risk' i.e., any behavior a firm engages that would cause problems to consumer protection, market integrity or competition. We examine the deficiencies of the existing compliance-based IA approach and explain its ineffectiveness in auditing conduct risk from a turbulent environment. Using an action research inquiry, led by a Chief Internal Auditor, we explain the relevant changes necessary to define a new conduct-focused IA approach that equips auditors with relevant insights to design auditing practices that mitigate the weaknesses of the compliance-based approach. This new approach launches auditors into unfamiliar but critical areas to examine new crevices where conduct risk resides. We also examine changes in auditor's mindset and attributes to identify essential ingredients that underpin the effectiveness of the new internal auditing approach in a sustainable way.

[view paper \(if available\)](#)

Strategy Implementation Capability: The Role of Middle Manager Leadership and Coordination

Author: **Alex Tawse**; Georgia State U.

Author: **Leanne Atwater**; U. of Houston

Author: **Dusya Vera**; U. of Houston

Author: **Steve Werner**; U. of Houston

Strategy implementation (SI) is a critical component of organizational performance. We propose that SI can be conceptualized as a dual-purpose capability; i.e., a capability with operational and dynamic elements. At an operational level, we identify work team coordination as a critical process that is part of implementing strategy on a daily basis, and contributes to its effectiveness. At a dynamic level we propose that middle managers - who have

primary responsibility for SI - use transformational and instrumental leadership to change the way work is done in an organization, and these leadership styles contribute to SI effectiveness. Using a sample of 44 work teams within an organization undergoing a large-scale strategic change, our results show that middle managers' transformational and instrumental leadership styles directly affect SI effectiveness and that middle managers' transformational leadership also has an indirect effect on SI effectiveness through coordination processes. Our findings show that middle manager leadership, and middle managers' ability to coordinate strategy-supporting work, play an important role in the strategy implementation process.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OMT

MH

MOC

History and Tradition in Organizations: Cross-Level Perspectives and Puzzles (session 863)

Research organizational scholarship has examined the various ways history and tradition shape organizational experience (Dacin et al., 2018, Wadhvani et al. 2018). Issues of temporality and the influence of the past have been perennial concepts in management theorizing (e.g. Nelson & Winter, 1982; Hannan & Freeman, 1977); however, more recent scholarship has begun to examine how the past can be a "source of social symbolic resources" (Wadhvani, Suddaby, Mordhorst, & Popp, 2018: 1664). Rather than being an immutable source of path dependencies, the past is a source of interpretations that shape action in the present and future. In spite of this theoretical flourishing, many questions still remain for the uses of history and tradition in organizations. While most research has focused on top- down processes (e.g. how leaders use history for sensegiving; Suddaby, Foster, & Quinn Trank, 2010) or a single level of analysis (e.g.

OMT

Institutional Legacy (session 860)

How Community Alignment Affects Bank Survival: Institutional Legacies and Resource Dependence

Author: Jaemin Lee; Imperial College Business School

Author: Ji-Yub (Jay) Kim; INSEAD

Author: Henrich Greve; INSEAD

Despite an increasing academic interest in the interaction between organizations and geographic communities, we know little about how firms strategically align themselves to communities, and when they benefit from such practices. Based on research on resource dependence and institutional legacies, we develop a theory on community alignment by organizations. We propose that organizations can attempt to align by adjusting key organizational elements or fulfilling the community's social needs. The benefits of such efforts can offset the added costs, particularly at times of financial crisis, through the forging of mutual dependency which offers an informational advantage, access to community social capital and joint actions. Testing our hypotheses using data from the U.S. commercial

the organizational level), we know less about how history or tradition are used across levels of analysis. It remains unclear the ways that history and tradition shape the experience of individuals within organizations, as well how micro-practices of using history influence the more macro-level outcomes examined in existing theory (e.g. organizational identity formation). To explore some of these questions, this session brings together a diverse group of scholars who are studying history and tradition across levels of analysis.

History, Tradition, and the Temporal Structuring of Innovation

Innan Sasaki; Warwick Business School
Davide Ravasi; UCL School of Management

Recipes from the Past: The Role of Field Heritage in Identity Formation, and New Venture Survival

Jochem Kroezen; U. of Cambridge
Michel William Lander; HEC Paris

In search of lost time: Tradition as a source of meaningful work among craftspeople

Greg Fetzer; Boston College

History work: The past as prosocial motivation

Jeff Thompson; Brigham Young U.

Asynchronous

THEME RESEARCH SYMPOSIUM ASYNCHRONOUS

OMT

STR

SIM

Social Class in Organizations: Organizational and Societal Consequences of the Managerial Elite (session 865)

banking industry, we find that banks with stronger organizational and social community alignment are less likely to fail, especially during economic crises. Our theory and findings contribute to research on organization and community interactions, institutional legacies, and competition between large and small corporations.

view paper (if available)

Knowing Your Place: Place-Claiming, Re-Imagining, and Institutional Change

Author: Timur Alexandrov; U. of Cambridge
Author: Helen Haugh; U. of Cambridge

Drawing from the theories of institutional work and place, we investigate how community organisations react to the loss of place meaning during incremental institutional change. Situating our inquiry in 41 community organisations in the United Kingdom that formerly were financially supported by a central organisation but now are expected to generate their own income, this novel context enabled us to investigate how community organisations seek to invoke and preserve tangible and intangible dimensions of place at the same time as diversifying place-based activities. We introduce the construct of place-claiming to explain how community organisations imbue place with prior physical, cultural, personal, and sensory attachments; and reimagining place to describe the influence of place-claiming on place change. Since reimagining place is layered onto place-claiming, our analysis also comments on institutional layering.

view paper (if available)

Asynchronous

PAPER SESSION ASYNCHRONOUS

OMT

Stigma and Scandal in Organizations (session 862)

Seeing Through the Lens of Event Stigma: Media Evaluations of Referees in the Aftermath of a Scandal

Asynchronous

TEACHING

PRACTICE

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

Author: **Marco Clemente**; IESEG School of Management (LEM-CNRS 9221)

Author: **Alessandro Piazza**; Rice U.

We study how event stigma can shape the evaluation of the conduct of actors at the field-level. Specifically, we argue that in the aftermath of a traumatic event, event stigma breeds skepticism in a generalized fashion, so that all actors within the field should face more contestation. Moreover, we expect high-status actors to face a larger increase in the contestation levels compared to low-status ones because event stigma is associated with a generalized loss of trust, which is especially damaging to high-status actors. Finally, we argue that event stigma will translate into a stronger preference for monitoring and control; as a result, perceived failures to act (omissions) will face particular contestation, and especially so in the case of high-status actors. A study of media coverage of Italian football referees' decisions before and after the 2006 Calciopoli scandal provides support for our arguments.

[view paper \(if available\)](#)

Stigma Types and Directors' Professional Devaluation from Firm Bankruptcy

Author: **Klavdia Evans**; St Mary's U.

Author: **Seemantini Madhukar Pathak**; U. of Missouri, St. Louis

Author: **Dusya Vera**; U. of Houston

Author: **Ashley Salaiz**; U. of Tampa

We examine the effects of a stigmatizing event, firm bankruptcy, on board directors' professional future. We differentiate between directors associated with the origin of the bankruptcy and with bankruptcy filing, and ask how the stigma of incompetence (associated with bankruptcy origination) and stigma by association (or courtesy stigma; associated with bankruptcy filing) impacts directors' professional devaluation in terms of their board appointments in the post-bankruptcy period. We also examine the impact of layered stigma, which exists when directors carry both the stigma of incompetence and courtesy stigma by being present during the origination and filing of Chapter 11 bankruptcy. Our findings confirm that directors are treated

differently by the elite labor market based on the types of stigmas they carry. Moreover, directors likely to be stigmatized as incompetent carried fewer board appointments than those with courtesy stigma or layered stigma.

[view paper \(if available\)](#)

Inside the Stigma Panzer: Organizational Members' Emotional Work in Response to Organizational Event

Author: **Sanne Frandsen**; Lund U., School of Economics and Management

Author: **Mette Morsing**; Stockholm School of Economics and Copenhagen Business School

We investigate how organizational members manage their emotional experiences of organizational event stigma as an implication of organizational wrongdoing. Our research is based on a longitudinal case study of Best Bank, that has been involved in a money laundering scandal of historical magnitude. Our study of organizational members shows how their pride and organizational loyalty makes them develop a 'stigma panzer', i.e. a number of emotional responses when at work as well as at home, that serves to protect them against the negative implications of the event stigmatization. We show how the stigma panzer may benefit the individual employee facing the event stigma at work, while we question if this emotional stigma panzer at home is also beneficial for the organization. We conclude by calling for more stigma research to understand better the implications of emotions at work and at home for organizational stigma related to organizational wrongdoing.

[view paper \(if available\)](#)

The Protracted Socio-Economic Impact of Perceived White-collar Crime

Author: **Navdeep Arora**; U. of Exeter Business School

Author: **William Stopford Harvey**; U. of Exeter

While the antecedents, consequences, and

management of stigma have been well analyzed, it is less well understood how the double stigma of white collar crime and incarceration impacts upon individuals. We also know less about how individuals respond to such stigma in their attempts to manage the perceived devaluation, prejudice, and discrimination before, during and after their incarceration. Drawing on three waves of semi-structured interview and focus group data with 70 inmates at a federal prison in the United States (US) over a period of 16 months, this paper explores how white-collar inmates are impacted by and think about responding to challenges associated with their perceived stigmatization as incarcerated felons. The paper provides three theoretical insights. First, the perceived unintended consequences of stigma associated with incarceration exceed the intended benefits of incarceration. Second, we show six inter-related strategies that help incarcerated individuals to overcome the negative consequences of perceived stigma: i) rationalizing and educating, ii) selective engagement and disclosure, iii) borrowing credibility and networking, iv) demonstrating ability to contribute, v) reassuring soundness of character, and vi) morphing Identity. Third, we conceptually decouple legal illegitimacy, which is time-bound, from social illegitimacy, which is incessant and creates a vicious cycle of self-fulfilling prophecy. Practically, this leaves us to question whether existing approaches to criminal justice overly stigmatize white collar criminals and result in protracted negative socio-economic consequences.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Values-Driven Organizing (session 861)

There has been renewed attention to values in both business and politics. Organizations are making claims of their commitment to societally-relevant values, and using them to define and explain organizational actions (Grimes, Gehman, & Cao, 2018; Kraatz & Block, 2017). Corporations are

ONE

Corporate Sustainability Performance 1 (session 866)

Green Service and Firm's Performance: A Contingency View in the Chinese Context

Author: **Christina Wong**; Hong Kong Polytechnic U.
Author: **Cristina Sancha**; U. Ramon Llull, ESADE Business School

increasingly pursuing purpose beyond profits, seeking to establish genuine values that they enact through their choices (Business-Roundtable, 2019; Financial-Times, 2019; Grimes et al., 2018). Political parties and movements have likewise shown renewed interest in embracing strong shared values to create emotional energy and foster a shared identity that attract potential supporters (Berezin, 2002; Jasper, 2011). These developments have been mirrored in academic research, with burgeoning work on how values underpin organizational action and identification. Investigating values in organizations can help direct our attention to moral concerns and help generate contributions with greater societal impact (Bansal, 2003; Ferraro, Etzion, & Gehman, 2015). This symposium contributes to the growing stream of institutional literature on values in organizations. We focus on values-driven organizing as processes and practices of organizations that leverage values to inform their choices, motivate membership, and create active stakeholder engagement.

Hostage to Values: Escalation of Organizational Zeal in a Relief Organization

Myrto Chliova; Aalto U. School of Business
Saku Mantere; McGill U.

Henri Schildt; Aalto U. School of Business
Anna Salvanou; Independent Researcher

Using Emotions to Enact Organizational Values: A Comparative Study of Highly and Loosely Structured Social Organizations

Gloria Kutscher; Aalto U., Department of Management Studies

Henri Schildt; Aalto U. School of Business
Farah Kodeih; IESEG School of Management

Managing Institutional Boundaries Through Values Work: Love, Hate, and Private Enterprise in Chinese Socialism

Mia Raynard; WU Vienna U. of Economics and Business

Madeline Toubiana; U. of Alberta

Giuseppe Delmestri; WU Vienna U. of Economics and Business

Thomas B. Lawrence; Oxford U., Saïd Business School

Author: **Cristina Gimenez**; Ramon Llull U.

The objective of this paper is to understand the performance effects of green service practices that aim to provide support to manufacturing firms on business and environmental performance and to study also how different governance approaches affect these performance results. We draw on a sample of both SMEs and large firms in the Chinese context. Our results show that there is indeed a positive link between the implementation of green service practices and business and environmental performance. However, no differences are found with respect to large and SMEs types of firms. Regarding the interplay between green service practices and governance mechanisms, our results show that formal governance mechanisms diminish the effectiveness of green service practices in environmental and business performance. In addition, we provide evidence that the business and environmental performance effects of green service delivery are strengthened when the firm operates with uncertified EMS.

[view paper \(if available\)](#)

Evidence on Social and Financial Performance: Mapping the Empirical Garden of Forking Paths

Author: **Luca Berchicci**; Rotterdam School of Management, Erasmus U.

Author: **Andrew King**; Boston U. Questrom School of Business

Worldwide, almost 30% of professionally managed assets are invested in funds that use social performance as a screening or selection criteria. Scholars have encouraged such investment by contending that social and financial gain are linked, but reviews of empirical research on the connection between social and financial performance have been inconclusive. In fact, six of the most influential articles on the subject reach conflicting conclusions despite using the same sources of data and appearing in the same peer-reviewed journal. Some scholars opine that no synthesis of these disparate findings is feasible, but we use new ideas from epistemology and statistics to show how it can be done. We conclude that the interpretation of the evidence depends on empirical assumptions,

'Believe it or Not': An Organizational-Level Cascade Model for Dealing with Institutional Complexity

Ali Aslan Guemesay; U. of Hamburg

Renate Elisabeth Meyer; WU Vienna & Copenhagen Business School

Markus A. Höllerer; UNSW Sydney & WU Vienna

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

particularly about the location of meaningful variance: differences between firms imply a positive relationship, but year-to-year differences within-firm histories imply a negative association between social and financial performance.

[view paper \(if available\)](#)

Inconsistency in Performance Feedback and Corporate Environmental Performance

Author: **Jian Guan**; Central South U.

Author: **Yi Que**; Central South U.

Author: **Li Yang**; Central South U.

Environmental issues have absorbed attention from social authorities and individuals. Although enterprises are the primary bearers of social responsibility, at the same time, they produce substantial environmental pollution. Under this background, based on a behavioral theory of the firm and prospect theory, this article takes A-share substantial polluting companies listed in Shanghai and Shenzhen from 2012 to 2017 to discuss how companies will manage their environmental performance when companies in different performance feedback results base on historical and social aspiration levels. The research results show whether it is a historical or social aspiration level when actual corporate performance is worse than the aspiration level, the higher the degree of difference, the worse the corporate environmental performance level. When actual corporate performance is better than the aspiration level, whether it is a historical or social aspiration level, the higher the degree of difference, the lower the corporate environmental performance level is. Further research found that when multiple performance feedback results and their feedback directions are both inconsistent, the more significant negative historical performance feedback and the more positive social performance feedback, the better the environmental performance of the enterprise.

[view paper \(if available\)](#)

Contentious Policies and Local Politics: Learning from Coal-Fired Facilities' SO2 Emissions

Author: **Joon Woo Sohn**; Seattle Pacific U.

Author: **Arkangel Miguel Cordero**; U. of Texas At San Antonio

Building on the theory of social movements, we theorize that the influence of social movement organizations (SMOs) at the state level on their targets will depend on the broader regulatory context at the federal level. Specifically, we argue that contentious federal policies open up political opportunity structures and provide a favorable sociopolitical environment for SMOs at the state level. We use data on coal-fired facilities' sulfur dioxide (SO₂) emissions to address the question of whether the influence of SMOs at the state level on facilities' environmental performance was influenced by the contentiousness (or lack thereof) of federal-level policy mechanisms. The empirical results show that when the national-level Acid Rain Program (ARP) was regarded by stakeholders as a contentious regulation (2010–2011), the direct impact of SMOs and other related state-level sociopolitical contexts on facilities' emissions increased. This is because when the federal policy was not contentious (2003–2009), coal-fired facilities, local government officials, key stakeholders, and even SMOs themselves attended to the implementation of the federal law. However, when the key policy mechanism was brought into question, SMOs stepped in to support and supplement the contentious policy at the local (state) level. Moreover, we contend that coal-fired facilities became more responsive to their local sociopolitical environment because the federal policy no longer fully secured their stable operation. From a political mediation perspective, our theory and results suggest that evaluating the direct influence of local social movements on organizations requires a dynamic approach that considers the broader institutional context at different societal levels.

view paper (if available)
Asynchronous

PAPER SESSION

ASYNCHRONOUS

ONE

Environmental Attitudes and Behavior (session 868)

ONE

Sustainability and the Institutional and Regulatory Environments 1

Organizational Post-Traumatic Growth: How Disasters Affect Responsiveness to Environmental Forces

Author: **Lucrezia Nava**; U. Ramon Llull, ESADE Business School

Author: **Kenichi Matsuno**; Babson College

Author: **Florian Kohlbacher**; Xi'an Jiaotong-Liverpool U.

Prior studies have emphasized that learning from natural disasters is crucial to increasing preparedness for similar threats in the future. Yet, our understanding of the wider effects of learning through natural disasters on organizational capabilities and responsiveness to unrelated environmental forces is limited. Natural disasters radically change organizational worldviews, and this change is likely to affect the organization far beyond preparedness to future disasters. Based on this idea, we model how being affected by a natural disaster triggers a change in organizational values and beliefs towards a higher prosociality that, in turn, favors organizational sensitivity to the environment, and its latent threats and opportunities, both directly and through the development of explorative capability. Our findings suggest that organizations surviving a natural disaster are reborn with improved capabilities to respond not only to future disaster threats but also and more strongly to unrelated social changes, such as population aging and growing demand for sustainable products. To capture these effects, we develop the concept of organizational post-traumatic growth. Through this richer explanation and empirical assessment, we contribute to a greater clarity of how, amidst heaps of debris and rubble, some organizations are able rise from their ashes with renewed capabilities and strength.

[view paper \(if available\)](#)

Spiritual Leadership and Organizational Citizenship Behavior for the Environment

Author: **Moazzam Ali**; U. of Okara, Okara, Pakistan

Author: **Naeem Akhtar**; School of Business, U. of International Business and Economics, Beijing

Author: **Farooq Anwar**; Lahore Business School, The

(session 867)

What is Boiling in the Pot? On the Patent Toxicity of Globally Banned Chemicals

Author: **Gianluca Biggi**; U. of Pisa

Author: **Elisa Giuliani**; U. of Pisa

Author: **Arianna Martinelli**; Scuola Superiore Sant'Anna

Industrialized economies have historically maintained the hope that the advances in science, technology and innovation would have offered to the humanity a wide range of options to improve its well-being and attain a sustained economic growth. The transition towards a high technological frontier arising from the rapid advances of science, technology and innovation have opened a debate on the relations between innovation-induced industrial activities, related possible social and environmental threats and the role of policies to keep up with industry developments. To investigate those relations, we collect a unique dataset that includes patent applications in chemical and pharmaceutical technologies and analyse their disclosed groups of compounds by means of computational chemistry techniques to predict their potential noxious effects on human health, environment and ecosystems. We further examine historical and emergent patterns of innovation and diffusion behind those technologies. Our paper contains new methods for measuring the toxicity of patents in the context of chemical and pharmaceutical inventions, as well as sight on the evaluation of regulatory initiatives aimed at sustainable development.

[view paper \(if available\)](#)

Does Environmental Regulation Induce Green Innovation? Evidence from Chinese Listed Firms (WITHDRAWN)

Author: **Jing Dai**; U. of Nottingham, China

Author: **Jingbo Cui**; Kunshan Duke

Author: **Xiande Zhao**; China Europe International Business School

Using a panel dataset of Chinese listed firms during the 1990-2010 periods, this paper investigates whether environmental regulations induce firms to develop innovation in environmentally friendly technologies. Environmental regulation chosen in

U. of Lahore

Author: **Muhammad Usman**; COMSATS U.,
Islamabad, Lahore Campus

By applying the spiritual leadership and fairness theories in the environmental context, the present study examined the relationship between spiritual leadership and target-based organizational citizenship behaviors for the environment (OCBE). The study also tested the mediating and moderating roles of employees' environmental justice orientation and harmonious environmental passion in the relationship between spiritual leadership and target-based OCBE. Based on time-lagged and two-source data collected from 337 supervisor-employee dyads in 41 Chinese firms, the results showed that spiritual leadership is positively related to target-based OCBE, both directly and indirectly via environmental justice orientation. Interestingly, the study found that the direct relationship between spiritual leadership and target-based OCBE was contingent on harmonious environmental passion. Other than contributions to the literature on justice orientation, spiritual leadership, and OCBE, the study guides managers to gauge a wide range of pro-environmental behaviors and make appropriate managerial interventions to reduce organizations' carbon footprint.

[view paper \(if available\)](#)

The Circular Economy: Motivating Recycling Behavior for a More Effective System

Author: **Marieke Huysentruyt**; HEC Paris

Author: **Magali Delmas**; UCLA

Author: **Emma Barnosky**; UCLA

In the last few years, the circular economy has come to the foreground as a promising means through which to achieve sustainable development. In removing inefficiencies in production, many argue, a circular economy is beneficial not only for the environment, but also for the economy at large. However, there are still many barriers to overcome to move to a true circular economy. Among other things, because the circular economy concept stems from the engineering and economics literature, there has been much focus on the role of technology, governments and corporations in

this paper is Cleaner Production Audit (CPA) programs implemented in China. Using a difference-in-difference (DID) method, our findings suggest that there is a positive regulation effect on green innovation. The innovation-induced effect is more pronounced in encouraging radical green innovations measured by environmental invention patents than incremental green innovation measured by environmental utility patents. Furthermore, we investigate the moderating effects of industrial pollution intensity and firm's ownership. For firms belonging to pollution intensive sectors, the impacts of this regulation on green innovation, both incremental and radical, are much stronger. The moderating effect of firm ownership, however, is not supported, suggesting that state-owned enterprises (SOEs) and non-SOE firms have no statistically significant differences in environmental innovation in response to the CPA programs.

[view paper \(if available\)](#)

Regulatory Transparency, Organizational Change, and the Adoption of Pro-Environmental Practices: Evidence from the Chinese Banking Industry, 2007-2016 (WITHDRAWN)

Author: **Xuege (Cathy) Lu**; Cornell U.

Author: **Shipeng Yan**; City U. of Hong Kong

Author: **Lisha Liu**; Cornell U.

Recognizing the need to better understand how regulatory institutions enable organizations to become more public-oriented, we examine the effect of regulatory transparency on organizational change towards proenvironmental practices. We define regulatory transparency as the extent to which regulatory institutions share information on enforcement activities and their outcomes. We argue that regulatory transparency facilitates organizational change by (1) reducing the information asymmetry in risk assessments and (2) increasing the symbolic value of information to build trust. Our argument highlights how regulatory institutions can function as market intermediaries, and we hypothesize that regulatory transparency has a stronger enabling effect on organizations that have a more market-oriented ethos, although this effect varies with the nature of the information being shared and the development of market

setting up and transitioning to circular economy policies and infrastructure. However, the human behavior aspect of the circular economy is often left out. In this paper, we categorize key barriers to individual recycling and propose promising solutions to motivate recycling based on behavioral science. Specifically, we find a promising model of behavior change in Mutual Health Organizations (MHOs), which allows individuals to act as their own experts and lead transition neighborhood habits on their own rather than being pressured by external forces. We describe parallels between the change mechanisms highlighted in well-known MHOs such as Alcoholics Anonymous and Weight Watchers and a French recycling start-up, Yoyo.

[view paper \(if available\)](#)

A Daily Investigation of the Effect of Performance Pressure on Pro-Environmental Behavior

Author: **Dan Yang**; Chinese U. of Hong Kong

Author: **Kenneth S Law**; Chinese U. of Hong Kong

Author: **Guiyao Tang**; Shandong U.

Research on workplace pro-environmental behavior is on the rise, but little research has examined the dynamic fluctuations in pro-environmental behaviors. Due to the scarcity of that research, it remains unclear when and under which conditions employees' pro-environmental behavior will be triggered or constrained from time to time. This research provides insights into the dynamic nature of pro-environmental behavior and its work-relevant predictors. Drawing on threat rigidity theory, we theorize that daily performance pressure, as one of the most salient threatening work experiences, will increase self-concern which correlates with task-related pro-environmental behavior, and will decrease other-concern which correlates with prosocial pro-environmental behavior. Moreover, employees' functional attitudes towards pro-environmental behavior are predicted to moderate these effects. In an experience sampling study of 114 employees across 10 consecutive workdays, we found that daily performance pressure had a negative effect on prosocial pro-environmental behavior through a decrease in other-concern. Furthermore, this relationship was mitigated by employees' value-expressive function such that the

institutions. We test our hypotheses using novel panel data on the lending activities of 46 Chinese banks in 32 provinces and the changes they make in response to the 2013 Green Credit Initiative, which increased the pressure on banks to adopt sustainable lending practices. Our findings show that regulatory transparency can facilitate environmental governance and we extend theories on the role of regulatory institution to empower organizational change.

[view paper \(if available\)](#)

The Power of the Environment on Firms

Author: **Immaculada Martin-Tapia**; U. of Granada

Author: **Juan-Alberto Aragon-Correa**; U. of Granada

Author: **Rocio Llamas-Sanchez**; U. of Granada

Early literature on organizations and natural environment focused on analyzing the existence of a business case for environmental management and, as a consequence, multiple works have highlighted that the firms should voluntarily make environmental progress because it provides financial rewards; however, unfortunately, subsequent empirical findings and descriptive evidence are far away of being definitive about this. More recent institutional perspectives have emphasized that institutional stringency from strict legal and cultural pressures is a more homogeneous positive influence on firms' environmentally progress, however previous research has paid limited attention to how institutional stringency may influence the relationship between a firm's environmental progress and its financial performance. We accept this positive influence, but also predict that environmental institutional stringency has limited the firms' opportunities to get benefits from their voluntary approaches. We use a meta-analysis of previous empirical studies to obtain statistically aggregating findings. After including all the published papers analyzing the business case for environmental management published from 2012 to 2016, we yielded a final sample of 70 studies, from which we obtained a total of 126 related correlations which are based on 17,152 observations of firms. Our results confirm that industry environmental institutional stringency influences negatively the relationship between a firm environmental progress and its financial

negative effect was weaker for employees with a high (vs. low) value-expressive function towards pro-environmental behavior. Interestingly, we also found that daily performance pressure had a negative effect on task-related pro-environmental behavior through an increase in self-concern. Theoretical and practical implications of these findings are discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

performance. Additionally, regional stringency also reinforces this relationship. These results contribute to the institutional literature by helping to clear the distinctions between following institutional pressures and getting competitive advantage as a consequence

[view paper \(if available\)](#)

Knowledge Sharing for Corporate Sustainability – A System Dynamics Approach

Author: **Siarhei Manzhynski**; Umea U.

Author: **Maria Elisabeth Bengtsson**; Umea U.

Author: **Herman Ivar Stål**; School of Business, Economics and Law U. of Gothenburg

Research is scarce on how competitors share knowledge with the intent to create balanced economic, social and environmental value. In this paper we conduct a single, in-depth case study and apply the System Dynamics approach to investigate how knowledge is shared and leveraged, as a system that evolves over time. In the developed model we identify causal loops that reinforce and hinder this system, including efforts both to work out, create and balance economic, social and environmental value. Based on the applied approach we suggest managerial mechanisms that could simultaneously regulate knowledge sharing interactions and balance sustainability demands.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

ONE

Sustainable Innovation 1 (session 869)

Business Model Innovation for a Circular Economy in the Agricultural Sector

Author: **Mechthild Donner**; INRAE France, Montpellier

Author: **Hugo De Vries**; INRAE, UMR IATE, U. of Montpellier

RM

Emerging Issues in Conducting and Publishing Organizational Research (session 870)

Reviewing Conversations on Low-Profile Ethical Misconducts in Management Research from 1998 to 2017

Author: **Lakshmi Balachandran Nair**; Utrecht U.

Circular economy is an increasingly popular concept that aims to reconcile economic growth with the use of limited natural resources. Shifting from a linear to a circular economy requires novel business models that offer new sustainable products or services and new market opportunities. The research objective is to get insights into the triggers, elements and barriers of business model innovation contributing to a circular economy within the agricultural sector. Eight European cases are studied with interviews and on-site visits which focus on agro-waste and by-product valorisation via a closing loop or cascading approach. Results show that circular business model innovation in the agricultural sector depends on various trends and drivers, wherein the larger business ecosystem plays a crucial role. Different innovation types exist, concerning either the overall business model or single business model elements at a technological, organisational or social level. Main innovation barriers are internal financial and technological or external political-legal and market-related. From this study, it can be concluded that business models for a circular economy in the agricultural sector need to innovate themselves towards new configurations, but that they still follow rather usual linear innovation strategies. Real disruptive technological and organisational innovations are still rare or have difficulties to be economically viable.

[view paper \(if available\)](#)

Familiness as Driver for Sustainable Innovation - Evidence from Family Businesses in the Wine Sector

Author: **Alisa Sydow**; U. Cattolica del Sacro Cuore
Author: **Laura Maria Ferri**; Catholic U. of the Sacred Heart, Milan
Author: **Chiara De Bernardi**; IUSS Pavia

Based on a field study of 28 family firms in Germany and Italy, we investigate how familiness can leverage sustainable innovations. Prior research highlights that family firms are less innovative. In contrast, our findings reveal that local embeddedness as well as congruent family and firm identity can stimulate sustainable innovations. However, we also show that they intentionally build up formal and informal institutions and therefore fulfill the role as change

Author: **Andrea Ascani**; Gran Sasso Science Institute

There has been ample evidence that ethical misconduct is persistent and pervasive in business and management research. Such misbehaviours vary in a continuum from low to high profile. So much attention has already been paid to high-profile misconduct (fabrication, falsification, and plagiarism), their identification, assessment, and involved costs to reputation. Nonetheless, the field of management is yet to develop a comprehensive understanding of practices which can be considered as low-profile misconduct. Therefore, we conduct an integrative literature review using a conventional qualitative content analysis technique to provide an overview of how management academics discuss low-profile misconduct during a 20 year period (1998 to 2017). In particular, we (1) identify, classify, and illustrate various low-profile misconducts as discussed in management literature and thus provide an initial holistic conceptualization of the topic (2) provide an agenda for future research in the area of ethical misconduct in management sciences.

[view paper \(if available\)](#)

Rigor and Transparency in Management Review Articles: Insights for Prospective Authors and Reviewers

Author: **Brian Boyd**; City U. of Hong Kong
Author: **Angelo Maria Solarino**; Leeds U. Business School
Author: **Ronei Da Silva Leonel**; U. of Memphis
Author: **David F. Arena**; U. of Texas At Arlington

Management research is considered an early paradigm field. In line with this assessment, many research streams focused on both micro and macro topics have produced a history of mixed and inconsistent findings. Review articles are consequently a critical tool to build consensus and advance the field, through a combination of research synthesis and theory development. Limited guidance is available regarding the design and execution of review papers, and we advance this issue in two ways. First, we illustrate how article selection and transparency decisions affect the interpretation of review articles. Second, we draw on

agents. Our work contributes to family firm research by detailing how a personal sustainable lifestyle of the owner together with local embeddedness can trigger sustainable product and process innovation which leads family firms to build institutions for sustainability.

[view paper \(if available\)](#)

Global and Green? MNE Subsidiaries and Green Innovation Performance (WITHDRAWN)

Author: **Valentina De Marchi**; Department of Economics and Management, U. of Padova

Author: **Giulio Cainelli**; Department of Economics and Management, U. of Padova

Author: **Roberto Grandinetti**; U. of Padova

Firms are increasingly challenged to go green. This is especially the case for MNEs, which are subject to a high degree of scrutiny from stakeholders. In this context we address the question if such stronger pressures, so as the higher resources they can draw on, make MNEs subsidiaries more likely to introduce to the market green innovation (GI) as respect to other firms. Drawing data from the Community Innovation Survey for 11 European countries, which includes more than 36,000 manufacturing firms, our results suggest that MNE subsidiaries are more likely to introduce GI and to implement a more holistic strategy toward sustainability. Furthermore, results bespoke of the importance to consider the configuration of the MNE (and in particular the degree of autonomy of the subsidiaries) to understand subsidiaries' propensity to address a large variety of environmental impacts via their innovation activities.

[view paper \(if available\)](#)

Innovating for Sustainability Through Collaborative Innovation Contests

Author: **Angela Greco**; Ivey Business School

Author: **Manon Eikelenboom**; U. of Groningen

Author: **Thomas Benjamin Long**; U. of Groningen

Innovation contests open to the public, are increasingly used by businesses as an instrument for open innovation, and in recent years, to address sustainability related questions. However, according

calls for greater transparency in empirical research in management to explore norms for the design and execution of prominent management review articles. We use a sample from multiple journals and time periods, including a comparison of contemporaneous meta-analyses, to articulate current norms for review articles. We find substantial differences in the design of review articles and low levels of transparency in the disclosure of article selection and evaluation processes. Based on these analyses, we provide implications of our findings and suggestions for handling future reviews.

[view paper \(if available\)](#)

Best Practices for Defining and Measuring of Micro, Small, and Medium- Sized Enterprises

Author: **Justin Carrero**; U. of Queensland Business School

Author: **Anna Krzeminska**; Macquarie Business School, Macquarie U.

Author: **Charmine E. J. Hartel**; Monash U., Australia

Author: **Peter Ellis**; U. of Queensland Business School

We offer best-practice recommendations for authors, journal reviewers and editors regarding the definition and measurement of micro, small, and medium-sized enterprises (MSMEs). MSMEs are a principal research topic and resource for governmental policy due to their substantial impact on job and wealth creation as well as their omnipresence, representing an estimated 99% of all businesses. Based on a systematic review of academic and non-academic literature relating to enterprise size we reveal challenges researchers face when studying MSME and resulting issues for defining and measuring MSMEs as a socially constructed phenomenon. The identified issues represent major barriers to comparing and/or aggregating research findings and thus building our knowledge base on MSME. Our recommendations address challenges applicable to researchers, practitioners, and policy makers, in addition to studies that examine this phenomenon across multiple countries and/or industries. The implementation of our recommendations will likely facilitate the aggregation of scholarly knowledge on

to the open innovation literature, one of the main pitfalls of the solutions developed by non-expert designers can be the mismatch between the idea proposed, and the companies' actual capabilities to implement such solutions. Companies' involvement throughout the planning, co-creation, and evaluation phases of the innovation contests, can potentially address this mismatch. Through participant observations, the authors followed the design, development, and final outcome of a "sustainable innovation challenge". Each of the 16 participating companies proposed a challenge in one of the fields of circular economy, energy efficiency, social innovation, or 'sustainable' organizational initiatives. A series of workshops were then facilitated using design-thinking principles. Solutions to the proposed questions were co-created by company's members with volunteers participating in the challenge as well as target users. Our data suggest that innovation contests open to the public, developed and assisted by organization's members, are useful as vehicles for experimentation for sustainability-oriented innovation. The outcomes of the contests, however, were perceived by the participants as effective to create new collaborations, and to deepen the understanding of the sustainability problem, as opposed to providing radical solutions to these problems.

[view paper \(if available\)](#)

Industry 4.0-Led Circular Business Model Innovation: Creating Economic- Environmental-Social Value

Author: **Enes Ünal**; Cranfield U.

Author: **Sayyed Shoaib-ul-Hasan**; KTH Royal Institute of Technology

Author: **Simon Okwir**; Operations and Supply Chain Management

Circular business model innovation (CBMI) enables incumbent firms and start-ups to achieve sustainable development by radically modifying their products & services, processes and organizational forms. Accordingly, circular business models (CBMs) have been addressed as one of the viable strategies for 'win-win-win' setting in which all the stakeholders benefit through regeneration of social, environmental and economic capital. However, implementing CBM is challenging.

MSME through increasing consistency and/or comparability of MSME measures. Also, journal editors and reviewers can use our recommendations to ascertain which measures are being used in a manuscript while serving as a developmental foundation to addressing new or potentially underdeveloped challenges with future research.

[view paper \(if available\)](#)

The Size of Author Teams in the Social Sciences

Author: **Gernot Pruschak**; U. of Vienna

The last decades have seen an unprecedented rise in the size of author teams across all academic disciplines. In the social sciences, existing literature highlights that the number of authors varies greatly between research fields, geographical regions, job positions and experience. Yet we lack comprehensive understandings of the specific effects of these factors. By employing data from a large-scaled worldwide survey, we shed light on this conundrum. Our results show that psychologists as well as information technologists and operations researchers work on average in larger author teams while sociologists and political scientists work in smaller author teams. In addition, we find that Eastern European scholars work in smaller author teams and that postdocs tend to have more single-authored publications. Based on our results we call upon those in charge of search and tenure procedures to focus more on multi-authored publications while keeping the applicants' different research field and geographical backgrounds in mind. Furthermore, we highlight the importance of academic conferences as they allow scholars to establish fruitful networks for future collaborations.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Nevertheless, newly emerging digital technologies, collectively known as Industry 4.0, are changing the ways through which firms innovate and create value. Despite their common goals and synergetic relationship, CBMI and Industry 4.0 are mostly treated in isolation both in theory and in practice. By adopting an integrative literature review approach, this paper shows how the progression of Industry 4.0 facilitates CBMI. Three distinct stages of industry 4.0 are abstracted and mapped in association with three levels of CBMI with the respective logic of value creation. For theory, this research suggests an alternative and higher level logic for value creation than goods and service-dominant logic; that is called "Regeneration-Dominant Logic". Finally, by focusing on the intersection of Industry 4.0 and CBMI, the paper proposes an integrative framework to guide firms to design and innovate their BM towards higher levels of circularity.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

SAP

The Strategy-as-Practice Field and Temporal Dynamics in Strategizing (session 871)

Unraveling the Theoretical Traditions in the Field of Strategy-as- Practice

Author: **Marko Kohtamäki**; U. of Vaasa

Author: **Rodrigo Rabetino**; U. of Vaasa

Author: **Eero Vaara**; U. of Oxford

Author: **Richard Whittington**; U. of Oxford

Strategy-as-practice (SAP) has become one of the most vibrant areas of contemporary strategy research in the past two decades. As the field has grown significantly, we have witnessed an emergence of various streams of research within the SAP research community. The present study uses data from 311 SAP articles to conduct a bibliometric analysis and a systematic review for the identified clusters. This study contributes to the SAP literature by recognizing its constitutive streams of research (clusters) and their characteristic features,

SIM

Business-Government Relations (session 872)

Corporate Political Activity as an Insurance Mechanism: Implications for Reducing Firm Risk (WITHDRAWN)

Author: **Michael Hadani**; Saint Mary's College of California

A common assumption underlying CPA scholarship is that CPA positively impacts firm outcomes. Yet consistent empirical evidence to that effect is lacking, with some scholarship reporting CPA can benefit firms' bottom line, some scholarship reporting no such effect and recent scholarship indicating a negative effect of CPA on firms' financial performance. However much of this scholarship has ignored the role of CPA as an uncertainty buffering mechanism in which access to public policy makers, afforded by CPA, provides firms with information and intelligence regarding public policy making; leading to CPA used as an insurance tool rather than

identifying the various tensions emerging between them, as well as elucidating the research opportunities evolving from these tensions as well as from within the clusters themselves. By clustering studies cited in SAP research, we identify five clusters of SAP research and additionally a set of connections of SAP research: 1) social practice, 2) the sensemaking approach, 3) discursive perspectives, 4) sociomaterial practices 5) practice-driven institutionalism, and 6) connections of SAP with other fields of research. Building on our review of the identified clusters, we observe four key tensions between them, process vs. practice, practical vs. critical, micro vs. macro, and sociomaterial vs. discursive. We propose that addressing these four tensions provides a fertile agenda for future research in the field.

[view paper \(if available\)](#)

Strategy as Practice and Routine Dynamics

Designated as a "Best Paper" for SAP

Author: **Benjamin Grossmann-Hensel**; U. of Zurich

In this paper, we compare Routine Dynamics (RD) and Strategy as Practice (SAP) based on an extended literature review. RD and SAP are distinctive communities of thought in organization studies that exhibit a number of striking parallels: both subscribe to the overall "practice turn" in the social sciences, want to bring the human being back in, and predominantly focus on the level of action involved in organizational routines and strategy. However, in spite of all the obvious parallels and points of connection between RD and SAP communities, there hasn't been any systematic comparison of these two research streams. Against this background, we compare similarities and differences of RD and SAP, focusing in turn on their underlying theoretical perspectives, their treatment of the relation between micro and macro and the empirical methods employed. Based on that, we discuss what RD can learn from SAP and vice versa. We conclude with some general reflections on the future relation between the two research communities and develop an agenda for research areas of possible "cross-fertilizations" in future research.

[view paper \(if available\)](#)

a direct means to improve the bottom line. Diversified firms, in particular, may be exposed to more political risks as their expanded line of services or products increases their exposure to different public policy arenas and their inherent uncertainty and risk. Utilizing the S&P 1500 firms across 14 years of data I find that CPA is negatively associated with both systematic and unsystematic risk but mostly for diversified firms, providing support for an insurance view of CPA. These findings have significant implications to theorizing on the motivation behind CPA and to extant scholarship on CPA.

[view paper \(if available\)](#)

Are Venture Firms More Charitable After Receiving Government Subsidy? A Social Exchange Perspective

Author: **Wei Liu**; Qingdao U.

Author: **Wen Li**; U. of Technology, Sydney

Author: **Jingyu Yang**; U. Of Sydney

Research has suggested that firms in an emerging economy often engage in philanthropy to secure political legitimacy. A natural follow-up question is: will a firm remain charitable after it gains political legitimacy? We draw on the social exchange theory to posit that firms gaining greater political legitimacy, as indicated by the amount of government subsidy they received, tend to donate more than those who received less, to pay back the favour from the governments. In addition, this effect becomes stronger when the leadership in either the firms or governments changes, but becomes weaker when both the leadership change. Analysing a sample of venture firms publicly listed on China's Growth Enterprises Market Board during the period between 2009 and 2017, we found support for the ideas.

[view paper \(if available\)](#)

Corporate Political Activity and Possible Litigation Risks: The Dark Side of Political Activity (WITHDRAWN)

Author: **Michael Hadani**; Saint Mary's College of

Nothing But a Name? Discursive Temporal Work in the Context of an Organizational Name Change

Author: **Marius Andersson**; BI Norwegian Business School

Starting from the recognition that an organizational name may serve as a meaningful representation of both organizational identity and strategy, this paper investigates how the temporal tension between an organizational identity anchored in an illustrious past and an exclusively future oriented strategic vision plays out in the case of an organizational name change. The paper employs a critical discursive analysis perspective in order to investigate how temporal work is discursively conducted outside the boundaries of the focal organization. The findings elucidate the micro-discursive elements and temporal orientations underpinning the legitimation and contestation efforts performed by both internal and external stakeholders in a discursive struggle that played out in the media concerning the organizational name change of a long-lived company.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

California

Research on corporate political activity (CPA), a popular non-market oriented strategy, has primarily focused on its nature and instrumental value and the conditions that impact its efficacy, or lack thereof. Yet, most of this research, with few recent exceptions, has avoided exploring the non-performance based costs or the risks associated with CPA, both theoretically and empirically. In this study we explore how the buffering nature of CPA as strategy aimed at reducing socio-political uncertainty as well as its ability to provide benefits or political protection, may result in actions that cause politically active to be targets for litigation. Exploring the S&P 1000 firms for 16 years we find evidence that CPA is associated with lawsuits, in particular, CSR related lawsuits and that governance mechanisms do not moderate the association between CPA and lawsuits, CSR or otherwise. We also find that that for non-heavily regulated firms CPA is associated with lawsuits, in general. The findings shed a novel light on the need to explore the risks and costs associated with unintended consequences of CPA and should inform new directions in CPA research as well as its possible societal costs.

[view paper \(if available\)](#)

Legitimacy Loss Following Data Breach: Examining Government Contract Awards and Firm Lobbying

Author: **Karen Ashley Gangloff**; U. of Missouri, Columbia

Author: **Matt C. Hersel**; College of Business, Clemson U.

Author: **Scott Kuban**; Tulane U.

Author: **Michael Seth Nalick**; U. of Denver

Seeking and securing government contracts can be a lucrative strategy for legitimate firms. However, firms' ability to secure such contracts following a transgression that threatens its legitimacy is unclear. Building on previous research about the consequences of and firms' response strategies following a transgression, we examine the awarding of government contracts following a data breach, unique transgressions that have become increasing salient for both firms and government. We also

SIM
OMT

Corporate Activism: Exploring an Emerging Field of Research and Practice (session 876)

The Rise of Corporate Activism

Cory Maks-Solomon; American Political Science Association

When CEO Sociopolitical Activism Attracts New Talents

Christian Voegtlin; Audencia Business School
Andrew Crane; U. of Bath
Laura Noval; Imperial College Business School

Can CEO Activists Shape Organizational Ideology?

Mary-Hunter McDonnell; The Wharton School, U. of Pennsylvania
Michael Toffel; Harvard U.

Corporate Activism: Establishing a Typology and Finding Common Ground

Anna Eileen McKean; Northwestern U.
Maurice Jerel Murphy; U. of Southern California

Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

examine ways in which the firm can manage such consequences through its lobbying activity. Results indicate that firms secure fewer government contracts following a data breach and engaging in inside lobbying worsens the transgressing firm's consequences. This study provides both practical and theoretical insight into how firms can damage relationships with government and exacerbate the situation by using inept political strategies.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

Entrepreneurship in Indigenous and Marginalized Communities (session 874)

Marginalization and Organizational Tensions: The Case of Indigenous Entrepreneurs of Wendake

Author: Emilie Fortin-Lefebvre; U. du Québec à Montréal

Author: Sofiane Baba; U. of Sherbrooke

Based on a qualitative study of indigenous entrepreneurship in Wendake, an indigenous community in Quebec, this paper offers three main contributions to the literature on indigenous entrepreneurship and organizational tensions. First, it conceptualizes four dimensions of the marginality of indigenous entrepreneurs. Then, it presents and analyzes three permanent tensions that are inherent to indigenous entrepreneurship related to identity (individualism or collectivism), approach (conformity or differentiation), and scope (openness or isolation). Finally, this paper suggests that indigenous businesses are marked by a phenomenon of double marginality, both at the intra- community (internal) and the society level (external).

view paper (if available)

Sustainability Through Balance: Community-Based Entrepreneurship in Toquaht Nation

Author: **Matthew Murphy**; U. of Victoria

Author: **Wade Danis**; U. of Victoria

Author: **Johnny Mack**; U. of British Columbia

Author: **Judith Sayers**; U. of Victoria

We draw upon research undertaken in partnership with the Toquaht Nation to explore how Indigenous values, knowledge and heritage shape community-based entrepreneurial opportunity recognition and evaluation. Our analysis reveals six recurring themes related to environment, culture, community and economy, which underpin the Toquaht Nation's vision for sustainable economic and social development, and shape efforts to create multiple forms of value via entrepreneurship. We also describe a socio-culturally sensitive decision support and monitoring system developed to evaluate entrepreneurial opportunities and to assess their impacts.

[view paper \(if available\)](#)

Cultural Bricolage as a Tool to Mainstream the Marginalized

Author: **Rishikesan Parthiban**; Indian Institute of Management, Calcutta

Author: **Israr Qureshi**; Australian National U.

Author: **Babita Bhatt**; ANU College of Business and Economics

Author: **Somprakash Bandyopadhyay**; Indian Institute of Management, Calcutta

Bricolage has emerged as an important mechanism for social enterprises (SEs) to work around resource scarcity, especially in developing nations. Given the resource constraints and the importance of cultural context in developing countries, in this paper we inquire how SEs can negotiate through the entrenched traditions to sustain their enterprise. Specifically, we study the case of MargLink, a SE that dealt with the problems faced by retired elderly in a city, who lacked productive ageing options and underprivileged children in rural areas who lacked quality education options, by connecting the two communities using Information and Communication Technologies (ICTs). Our findings revealed that the bricolage activities by MargLink to mainstream the two marginalized sections occurred through four key mechanisms: contesting social rigidities;

identifying complementarities; mobilizing available resources; and building reciprocal alliances. Drawing on this, we discuss our contributions to the bricolage and social entrepreneurship literatures and implications for research and practice.

[view paper \(if available\)](#)

Reframing Indigenous Peoples from Stakeholders to Rightsholders

Author: **Peter Nicholas Pomart**; Social Issues in Management

The right of Indigenous peoples to provide or withhold consent in relation to development projects on or adjacent to their ancestral lands has been affirmed and articulated in international human rights instruments in recent decades, most recently iterated in the 2007 United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). In response to the UNDRIP, a number of industries have developed consultation protocols that are not only inconsistent with FPIC characteristics by conflating the unique rights of Indigenous peoples as equivalent to other stakeholder interests. By so doing, these protocols may actually be the source of resistance to development projects. Simultaneously, management literature has sought to understand the right to FPIC from the lens of stakeholder management procedures and social license to operate. Drawing from literature in law, and expert opinion from the United Nations Expert Mechanism on the Rights of Indigenous Peoples, this paper seeks to explain why Indigenous peoples continue to oppose resource development projects, while also offering a human rights-based paradigm with which FPIC may be understood by reframing Indigenous peoples as rights-holders rather than conventional stakeholders.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

Issues in Family and Entrepreneurial Businesses (session 873)

A Social Exchange Perspective to Successor Withdrawal from Intergenerational Succession

Author: **Lil Rodriguez Serna**; Western Sydney U.

Author: **Dilupa Nakandala**; Western Sydney U.

Author: **Dorothea Bowyer**; Western Sydney U.

Author: **Nestor Nonato**; Western Sydney U.

We investigate why eligible successors of family businesses decide to withdraw from the succession process. Using an inductive exploratory multi-case study design, we investigate six Australian food manufacturers currently undergoing the successor training stage. Interviews, observations and archival data reveal that successors' decision to remain or withdraw from the succession is driven by the combination of two dimensions: pursued outcome and reciprocity in the relationship with the incumbent. Successors afflicted by economic concerns accompanied by incumbent-successor negative exchanges are prone to withdrawing from the succession process despite their eligibility. Positive exchanges based on trust and commitment appear to encourage successor retention.

[view paper \(if available\)](#)

Are Non-Kinship-Based Family Firms Key to Socio-Ecological Sustainability? An Exploratory Study

Author: **Bruno Dyck**; U. of Manitoba

Author: **Savanna Vagianos**; U. of Manitoba

The world needs more businesses that place optimizing social and ecological well-being ahead of maximizing profits. The literature suggests that such firms are more likely to be family businesses than nonfamily businesses. This exploratory study examines and compares a small sample of two types of organizations that place optimizing social and ecological well-being ahead of maximizing profits: Stewardship family firms (based on kinship), and Universal family firms (based on affinity). Our findings suggest that, as predicted, compared to Stewardship family firms, Universal family firms: a) have a greater long-term commitment to the larger community (versus to the firm), and b) place greater

Agency Theory Perspectives on Corporate Governance (session 890)

The Best of Both Worlds? Examining the Performance Consequences of Executive Board Chairs

Author: **Ryan Adam Krause**; Texas Christian U.

Author: **Rob Langan**; U. of Geneva

Author: **Markus Menz**; U. of Geneva

Agency theory views the proper role of the board chair exclusively as providing independent oversight to monitor and control the CEO. Recently, firms have introduced an innovation in board leadership that confounds this view. The executive board chair, a governance hybrid involved in both strategy and oversight, challenges agency theory's prescription that the two remain separate. We argue that executive board chairs can contribute the necessary expertise for effective governance without the conflict of interest associated with CEO duality—and therefore generate stronger performance. We also argue that the performance advantage differs depending on the type of agency problem most in need of mitigation (i.e., principal-agent or principal-principal). Analysis of S&P 1500 firms from 2003 to 2017 provides general support for our arguments.

[view paper \(if available\)](#)

Stewardship Focus, Monitoring, Executive Pay, and Their Effects on CSR: A Content Analysis Approach

Author: **Didier Cossin**; International Institute for Management Development - IMD

Author: **Stephen Smulowitz**; International Institute for Management Development - IMD

Author: **Abraham Lu**; International Institute for Management Development - IMD

While agency theory assumes that shareholders need to align managers' interests with their own through the use of monitoring and incentives, stewardship theory argues that managers can behave as stewards, whose motives are already aligned with their principals. Here, we measure a stewardship focus using content analysis and show that organizations that focus more on stewardship invest more in corporate social responsibility (CSR).

emphasis on benefaction (versus on instrumental exchange-based relationships). Implications for agency theory, stewardship theory, and family business are discussed.

[view paper \(if available\)](#)

Family Control and Opposition Party Connections: Evidence from the Korean Family Business Groups

Author: **Dong Shin Kim**; U. of Texas at Dallas

Author: **Seung-Hyun Lee**; U. of Texas at Dallas

While the immediate benefit is clearly expected from having connections to the incumbent government, benefits from the opposition parties seem to be subtle and distant. Then, what motivates firms more likely to seek political connections to the opposition political parties that are political rivals of the incumbent government, despite the potential negative consequences? In this research, using South Korean family business group-affiliates as our research context, we argue that firms with strong family control are likely to seek more opposition party connections as a realization of their long-term orientation. Moreover, we find that the higher public approval, the legislative power, the conservatism of the incumbent government, and firms' short-term performance pressure mitigate the positive impact of family control on more opposition party connections.

[view paper \(if available\)](#)

The Impact of Innovativeness and Family Firm Psychological Capital on CSR Activities in Family Firms

Author: **Robert Van De Graaff Randolph**; Kennesaw State U.

Author: **Esra Memili**; U. of North Carolina, Greensboro

Author: **Susan L. Young**; Kennesaw State U.

Author: **Burcu Koc**; Pamukkale U.

Author: **Ozlem Yildirim**; Bogazici U.

Author: **Sevil Sönmez**; U. of Central Florida

The purpose of this study is to examine the impact of economic and non-economic dynamics (i.e.,

We also predict that the effect monitoring and pay incentives on CSR will differ for organizations with a stewardship focus. More specifically, firms with a stewardship focus should respond to external monitoring (i.e., analyst coverage) by increasing CSR, but non-steward firms will respond by decreasing CSR. Similarly, weak internal monitoring (in the form of large boards) should allow managers in stewardship- focused firms to increase CSR, but allow managers in non-steward firms to decrease CSR. In terms of pay incentives, because managers expressing a stewardship focus are more internally than externally motivated, the incentives effects of cash and option pay should be more muted, reducing their effects. Using a unique combined dataset for 1,688 firms for the period 1998-2012, we provide robust empirical support for most of our hypotheses.

[view paper \(if available\)](#)

Examining Antecedents and Consequences of Effective LIDs: The Quad Model Approach

Author: **Dinesh Hasija**; Augusta U.

Author: **Alan E Ellstrand**; U. of Arkansas

Author: **Jason Ridge**; U. of Arkansas

Author: **Jonathan Johnson**; U. of Arkansas

This paper examines a relatively new contribution to board leadership, the Lead Independent Director (LID) which has not received much attention in the corporate governance literature. From an agency theory perspective, this leadership position should enhance board monitoring. However, according to symbolic management theory, LID may make no significant changes to the board's monitoring mechanism. Using the quad model, we explore the antecedents and consequences of having an effective LID on the board. Using a sample of S&P 500 firms, we found that underperforming firms were more likely to select an effective LID. We also found that when firms adopted effective LIDs, board meetings in the following year had higher attendance, and problem directors on boards were more likely to be dismissed.

[view paper \(if available\)](#)

innovativeness and family firm psychological capital) on family firms' Corporate Social Responsibility (CSR) activities through the lens of Goal Systems Theory. Aside from the mediation effects of family firm psychological capital on the link between innovativeness and CSR activities, we also explore the differential effects of the interplay between innovativeness and family firm psychological capital on different types of CSR activities (i.e., social and environmental). We test the model on a sample of 217 family firms in the Hospitality and Tourism (H&T) industry. The results reveal that both economic and non-economic dynamics can influence CSR activities. We also discuss theoretical and practical implications of our findings.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

CFO Turnover Drivers and Consequences

Research: Time to Move Beyond Wrongdoing?

Author: **Aya S. Chacar**; Florida International U.

Author: **Angela Langevin Heavey**; James Madison U.

Author: **Dasol Sim**; Florida International U.

Author: **Danielle Renee Combs**; Florida International U.

Interest in CFO turnover has resulted in a growing body of multidisciplinary but often disparate research. We provide an integrative review of all quantitative CFO turnover research in the Financial Times 50 journals. We find the field focused on, and documenting, a positive relationship between financial misrepresentation and CFO turnover, with CFOs leaving firms prior to or after wrongdoing revelations. Small study samples suggest wrongdoing instances are limited. The evidence also suggests CFOs may be at times scapegoats or under the undue influence of CEOs. Nonetheless, CFOs still bear negative career consequences from their firms' financial misrepresentation. Conclusions on the state of governance are more complex. Post-wrongdoing turnover rates although higher than control groups are not very high, suggesting the CFOs may not be involved or governance is still lax in those limited numbers of firms engaging in wrongdoing. Major research gaps still exist though. Unlike broader research on executive succession and turnover, limited attention has been paid to the relationships between firm performance and CFO turnover, and post-succession research remains nascent. More attention is needed to better understand drivers of voluntary turnover, and the links to CFO intellectual capital as well as firm strategic choices and consequences beyond wrongdoing.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

**Alliances: Transaction Cost
Economics Perspective (session 878)**

STR

**Corporate Downsizing and
Divestitures (session 889)**

Fairness Asymmetry and Changes of Trust and Explicit Contracts in Buyer-Supplier Exchanges

Author: **Mengyang Wang**; Huazhong U. of Science and Technology

Despite the critical role of fairness in economic transactions, studies about asymmetric perceptions of fairness between exchange parties are very limited. By adopting a dyadic and dynamic perspective, the study investigates the impacts of fairness asymmetry on changes in trust and explicit contracts over time. With a two-wave longitudinal sample of 229 buyer-supplier dyads, the results show that over time, fairness asymmetry leads to a decrease of shared trust and an increase of explicit contracts. Our findings also reveal that both market uncertainty and behavioral uncertainty make the effect of fairness asymmetry on change in shared trust more adverse. Moreover, market uncertainty enhances the role of fairness asymmetry in developing explicit contracts. The study provides novel insights into the implications of fairness for formal and informal governance mechanisms in ongoing interorganizational relationships.

[view paper \(if available\)](#)

Contract-Based Knowledge Protection and Cooperation Performance

Author: **Li Wang**; School of Management, Xi'an Jiaotong U.

Author: **Longwei Wang**; Xi'an Jiaotong U.

Author: **Min Zhang**; Queen's Management School, Queen's U. Belfast

Based on the perspective of TCE and institution theory, this study demonstrates the important effects of task and institutional environments on firm's knowledge protection activity in cooperation and cooperation performance. Using a survey data collected from 227 manufacturing firms in China, in this study we find that technological turbulence and legal system completeness both have a significant and positive effect on contract-based knowledge protection. In addition, technological turbulence weakens the positive relationship between contract-based knowledge protection and cooperation performance, while legal system completeness strengthens the same relationship. The findings

Downsizing and Downscoping Divestitures

Author: **Rahul Anand**; HEC Paris

Extant research examining the effect of environment on firm divestitures has led to some contradictory findings. This is primarily because previous research has not paid enough attention to changes in divestiture strategy under varying environmental conditions. Firms undertake divestitures either to get rid of the inefficiencies resulting from excessive diversification or to eliminate efficiencies resulting from having redundant capacity within businesses. Downscoping divestitures create value for the firm by reducing business scope whereas downsizing divestitures improve firm performance by reducing business size. This paper argues that in a less munificent environment resulting from an exogenous change in access to capital, firms undertake 75% fewer downscoping divestitures and 31% more downsizing divestitures as compared to the munificent environment. Also, downscoping does not improve firm performance in a less munificent environment whereas downsizing leads to growth in firm performance. The study uses the European debt crisis as a context for a less munificent environment. This paper resolves ambiguity in previous findings on divestitures and also contributes to the literature on corporate strategy and business diversification.

[view paper \(if available\)](#)

Biased to Downsize? A Socio-Cognitive Perspective on Workforce Downsizing

Author: **Matthias F. Brauer**; Mannheim U.

Author: **Martin Zimmermann**; Mannheim U.

From a rational, economic perspective, the prevalence of workforce downsizing as a managerial practice is puzzling. Studies on the performance implications of workforce downsizing have fairly consistently shown that downsizing is associated with negative reputational effects and, very often, also negative financial outcomes. To explain this puzzle why executive managers continue to downsize despite high risks of reputational and financial losses, we build on a socio-cognitive perspective on downsizing. The socio-cognitive perspective on downsizing purports that the

enrich our knowledge on how task and institutional environments are related to performance outcomes through shaping firm's behaviors and provide insight into firm's knowledge protection measures in cooperation.

[view paper \(if available\)](#)

When Contracts Backfire: A Study on Buyer Opportunism in the Automotive Industry

Author: **Linda Hofsäss**; Freie U. Berlin

Author: **Sarah Maria Bruhs**; Aarhus U., Department of Management

Author: **Thomas Mellewig**; Freie U. Berlin

We explore the varying effects of contracts on blatant and lawful buyer opportunism. Building on contradicting findings on the effects of contracts on opportunism, we analyze contractual effects on blatant and lawful opportunism separately. In a sample of 104 buyer-supplier-relationships in the German automotive industry, we find that contracts supporting the supplier and the ratio of supplier to buyer contract support trigger different types and directions of opportunism. Suppliers that receive more contractual support face more blatant buyer opportunism. Contracts favoring the buyer more than the supplier decrease lawful buyer opportunism. Opposing TCE predictions, our results suggest that safeguarding clauses favoring the supplier increase blatant buyer opportunism. The differing effects of contracts on blatant and lawful opportunism imply that the general opportunism construct falls short to account adequately for the effects of contracts.

[view paper \(if available\)](#)

Governance Choice in Dyadic Relationships and Performance - A Transaction-Cost Theory Meta-Analysis

Author: **Michael Gusenbauer**; U. of Innsbruck School of Management

Author: **Andreas Rauch**; U. of Sydney Business School

The choice of optimal governance structure to

institutionalization of downsizing goes back to the emergence and collectivization of a dominant "downsizing is effective" schema among executive managers. In keeping with this notion, we argue that the inclination of CEOs to adopt a "downsizing is effective" schema, and thus to resort to downsizing, becomes greater if CEOs have recently engaged in downsizing activity ("familiarity bias"), and if CEOs' monetary incentives in form of stock option pay limit their financial downside when carrying out downsizing. Moreover, we reason that positive stock-market feedback to prior downsizings strengthens these links. Our empirical findings which are grounded in the analysis of 262 U.S. firms over a 12 year period are largely supportive of our theoretical reasoning. Collectively, our findings contribute to both workforce downsizing literature and behavioral (governance) theory.

[view paper \(if available\)](#)

The Impact of Corporate Downsizing on Analysts' Earnings Forecasts

Author: **Ann-Christine Schulz**; U. of Applied Sciences for Management and Communication

Author: **Margarethe F Wiersema**; U. of California, Irvine

Corporate downsizing continues to be prevalent, yet we do not fully understand how investors value these decisions. To improve our understanding of how the financial community evaluates these managerial decisions, we examine how investment analysts, important information intermediaries in the financial market, respond to corporate downsizing. Using panel data on S&P 100 companies for the 1990?2000 period, we find that corporate downsizing decreases the accuracy of analysts' earnings forecasts, resulting in a greater discrepancy between their earnings forecasts and actual realized earnings by the firm. In addition, we find that size of the firm, analyst coverage and the extent of prior downsizing activity improve the accuracy of analysts' earnings forecast in response to corporate downsizing.

[view paper \(if available\)](#)

control an exchange relationship is most critical for the success of organisations. Yet, scholars debate what constitutes optimal governance, and specifically how the core governance constructs of transaction-cost theory (TCT) – market, hierarchy and hybrid – relate to a broader notion of governance that includes various mechanisms like contractual or procedural coordination. Following calls for a more fine-grained analysis of governance structure, we test the predictions of TCT with a novel model that consists of governance modes and governance mechanisms as distinct, yet complementary control instruments to jointly structure transactions in dyadic exchange relationships. To illustrate the distinct performance-effects of governance choice, we meta-analytically synthesise 198 samples from different streams of management literature containing 54,734 dyadic inter- and intra-organisational organisational relationships between 1960 and 2014. Our evidence shows that governance mechanisms are generally positively related to performance, yet substantially influenced by moderating-effects – both by specific transaction-cost conditions and the governance mode the transaction is embedded in. As predicted, we find that governance mechanisms work especially well for market-based governance, compared to hierarchies or hybrids. Specifically, our results show that for transactions that occur under conditions of governance “voids” – i.e. when relationships are governed by insufficiently integrated modes according to predictions of TCT – governance mechanisms work particularly well to control the exchange. With our findings we contribute to transaction-cost theory and the broader literature on organisational controls and governance decisions.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

[A Review of Corporate Divestiture](#)

Author: **Sina Amiri**; Georgia College & State U.

Author: **Samuel M DeMarie**; Iowa State U.

Divestment represents an important corporate strategic tool; however, research on divestment is eclipsed by research on mergers and acquisitions, and divestment is often incorrectly considered an inverse of an acquisition. Further, most divestment research focuses on performance at the expense of antecedents and processes that set the foundation for later performance. Our review provides a more complete picture of the stages of divestment with a focus on summarizing literature on divestment antecedents and processes. The result shows a need to integrate theoretical perspectives and look at divestment more holistically at the same time that divestment capabilities may be limited to specific modes. Additional implications for management research and practice are identified.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Director Busyness, Board Monitoring and Board Effectiveness (session 888)

STR

Exploring CEO Values and Upbringing (session 886)

Boards of Directors Leadership: Implications for Strategic Decisions and Firm Performance

(WITHDRAWN)

Author: **NURIT NAHUM**; PhD

Author: **Abraham Carmeli**; Tel Aviv U.

This paper investigates whether and how the respectful leadership of the chairperson influences the Boards of directors (BOD) capacity to integrate its different roles and drive firm performance. As more firms separate the chairperson role, we shed some light on certain chairperson characteristics that support BOD effectiveness. Our model suggests that professional and relational respectful leadership, enables trust that supports strategic decisions' quality, resulting in enhanced firm performance. We contribute to governance literature by shedding some light on the mechanism in which BODs manage the paradox of power and collaboration. We discuss the BOD fiduciary duty in making the requisite resource allocation and strategic choices, and point to the long-term orientation as a guidance. The theoretical model is supported by empirical results from 200 companies in two studies.

[view paper \(if available\)](#)

The Impact of Ability, Motivation, and Opportunity on Directors' Monitoring Effectiveness

Author: **Felipe Calvano Da Silva**; U. of Missouri, Columbia

Author: **Karen Schnatterly**; Virginia Tech

Are boards effective monitors? There is a general consensus that directors' ability and motivation are critical to board effectiveness. However, when dimensions of ability and motivation have been tested, results have been inconclusive. We suggest that, while ability and motivation are important, there is another important factor. Building on the mechanisms proposed by agency and resource dependence theories, we argue that boards are most effective when directors with ability and motivation are able to use these characteristics. As the work of the board gets done in committees (Kesner, 1988; Kolev, Wangrow, Barker, & Schepker, 2019), we argue that when directors with ability and motivation are on committees that align with their ability, boards are most effective. If directors with

The Influence of CEO Values on Firm Open Innovation

Author: **Wei Zheng**; U. of International Business and Economics

Prior research has focused on exploring the factors promoting openness in innovation from firm characteristics, industrial economy and environmental determinism perspectives, while the "microfoundations" of open innovation remain relatively ill understood. Our study attempts to fill the research gap by investigating the "human side" of open innovation, with a focus on the fundamental determinants of CEO values. Using a three-phase (from 2014 to 2016) survey of 655 Chinese manufacturing firms, we find that firms with CEOs who have higher other-regarding values are more likely to adopt open innovation, and this main relationship is enhanced in state-owned enterprises, while weakened by a higher level of recent innovation performance or regional intellectual property protection. This research enriches the open innovation literature by exploring the role of CEO and by providing empirical evidence to depict how individual, organizational and environmental level factors interacted affect firm-level openness and further innovation performance.

[view paper \(if available\)](#)

CEOs' Resource-Scarcity Experience and Firm Innovation

Author: **Jianan Li**; U. of Texas at Dallas

Author: **Eric WK Tsang**; U. of Texas at Dallas

This study examines how CEOs' resource-scarcity experience affects resource allocation toward innovation. Drawing on imprinting theory, we theorize that CEOs with resource-scarcity experience in childhood develop cognitive frames characterized by uncertainty aversion and short-term orientation, which decrease resource allocation toward innovation activities and further negatively affect innovation performance. We examine our rationale in the context of the Great Famine in China. Results show that (1) CEOs' resource-scarcity experience in childhood negatively affect resource allocation toward innovation. More specifically, these CEOs tend to allocate less financial capital (i.e., R&D

relevant ability and motivation are not on such a committee, boards are unable to be effective. We argue and test the impact of directors who possess the ability, the motivation, and the opportunity mechanisms simultaneously in monitoring financial misconduct. The results show that boards that have at least one director with ability, motivation, and opportunity (in this case, on the Audit Committee) are less likely to suffer from financial misconduct. A key contribution of this study is that directors are effective only when they possess the right set of characteristics.

[view paper \(if available\)](#)

How Do Multiple Directorships Affect Firm Performance?

Author: **Bilal Latif**; National Defence U., Islamabad

Author: **Wim Voordeckers**; Hasselt U.

Author: **Frank Lambrechts**; Professor
Organizational Learning & Change

This study contributes to the ongoing debate on the benefits and costs of multiple directorships by investigating how and when multiple directorships affect firm performance. More concretely, we study the effect of multiple directorships on firm performance, while taking into consideration board meeting attendance as a channel and firm growth as a context. Based on the unique data of 352 firms listed on the Pakistan Stock Exchange, we find that board meeting attendance mediates the negative effect of multiple directorships on firm performance. In addition, we find that the negative effect of multiple directorships on board meeting attendance is mitigated by the higher firm growth and accordingly, the indirect effect on firm performance become less negative as firm growth increases.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

expenditure) and human capital (i.e., recruiting fewer top managers with R&D background or with academic experience). (2) CEOs' resource-scarcity experience has a negative indirect effect on innovation performance via resource allocation, indicating that such patterns of resource allocation finally influence innovation performance. (3) the moderating effect of organizational slack on the indirect relationship is not significant, indicating that the imprinting effect on CEOs' resource-scarcity experience cannot be weakened even if CEOs currently control abundant organizational resources. We contribute to the innovation and imprinting literature by demonstrating how resource-scarcity experience imprints on managerial strategic choices of innovation.

[view paper \(if available\)](#)

Mortality Saliency and CSR: The Moderating Roles of CEO Values and Ideology

Author: **Cuili Qian**; UT Dallas

Author: **Nishant Kathuria**; U. of Texas at Dallas

Author: **Louise Yi Lu**; Australian National U.

Author: **Raymond Law**; Hang Seng U. of Hong Kong

Existing research has made contradictory arguments regarding how death saliency affects individual behavior. Some research suggests that individuals exposed to death saliency reduce prosocial behaviors, while other research suggests that death saliency actually leads individuals to engage in more prosocial behavior through death reflection process. Integrating terror management theory with strategic leadership research, this study investigates the micro-foundations of corporate social responsibility (CSR) and theorizes that CEOs' values and ideologies, particularly personal values for benevolence and political ideology, interact with mortality saliency to affect the extent to which their firms engage in CSR strategies. In a longitudinal study of U.S. publicly listed firms, we use death of directors in firms during 2002-2013 as exogenous shocks to CEOs and examine the effects of death saliency on CSR. We predict and find that when exposed to death saliency, CEOs with greater benevolence values are more likely to engage in CSR practices and CEOs who are political conservative are less likely to engage in CSR. In a supplementary study using an

experimental design and primary data from working professionals, we find further evidence that provides support for our predictions.

[view paper \(if available\)](#)

CEOs Poverty Experience and Corporate Acquisitions

Author: **Yongqiang Gao**; School of Management, Huazhong U. of Science and Technology
Author: **Haibin Yang**; City U. of Hong Kong

In this study we examine whether a CEO's poverty experiences in early life affect corporate strategy of acquisitions. Drawing upon insights of imprinting theory and inferiority-compensation logic, we argue that CEOs growing up in poverty environment, compared to their counterparts growing up in non-poverty environment, may experience a feeling of inferiority because of their disadvantageous background, which motivates them to undertake acquisitions so as to seek for compensation in material wealth, self-esteem, and social standing. We therefore posit that CEOs with poverty background (i.e., grew up in poverty environment) are likely to demonstrate a higher level of acquisitiveness. We further propose that the inferiority compensation logic will be strengthened when CEOs experienced famine or when their firms are located in more affluent regions. Evidence from public-listed manufacturing firms in China largely supports our predictions.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Incubators, Co-Work Space, Big Data, and Industry Architecture (session 879)

When Does Big Data Benefit Firm Performance?

Author: **Francesco Cappa**; Luiss Guido Carli U.
Author: **Raffaele Oriani**; Luiss Guido Carli U.
Author: **Enzo Peruffo**; Luiss Guido Carli U.

STR

Institutional Differences and Firms' International Acquisitions Strategies (session 883)

The Impact of Nation-Level Institutions on Acquisition Premiums (WITHDRAWN)

Author: **Chengguang Li**; Ivey Business School
Author: **Jeray M. Halebian**; U. of California, Riverside

Author: **Ian McCarthy**; Simon Fraser U.

Notwithstanding the growing academic and managerial interest towards big data, it is not yet clear when it is beneficial for firms. This lack of clarity is mainly due to the fact that big data is commonly considered to be positive for firms, while both benefits and costs are embedded in it. Moreover, the theoretical mechanisms that permit unlocking the benefits of big data have not yet been thoroughly analyzed, nor has a method to effectively assess the availability of big data been devised. Grounding our analysis on a resource-based view, we argue that big data can have a positive impact on firm performance when companies are able to create and capture value from it, allowing its benefits to overcome its costs. To understand the conditions in which a positive impact occurs, we unpack big data into three dimensions, i.e., Volume, Variety and Veracity, and we evidence how it is possible to measure them. Our results highlight that a high Volume of big data has a negative effect on firm performance, evidencing a dark side of big data. The presence of high Variety moderates the effect brought about by the Volume, while simultaneous high values of Volume and Variety allow value creation for companies positively affecting their performance. In addition, high levels of Veracity may further permit companies to benefit from big data by creating value from it. In doing so, we shed light on the circumstances in which big data may be beneficial for firms, contributing to a better academic understanding of the phenomenon, and providing useful indications to managers.

[view paper \(if available\)](#)

Change and Stability in Industry Architectures: Firm Actions and Performance Effects (WITHDRAWN)

Author: **Sebastian Stabenow**; U. of Antwerp

Author: **Sascha Albers**; U. of Antwerp/ Antwerp Management School

Author: **Jost Daft**; Deutsche Lufthansa AG

This study analyzes performance effects of firm efforts to shape the structure of an industry. We view industry structure through the conceptual lens of industry architectures and posit that firms shape

Institutional theory argues that institutions shape organizational decisions in uncertain contexts. Since acquisition negotiations are mired in uncertainty, we expect institutions to influence such negotiations, and the resulting bid premiums. Perhaps surprisingly, though, relatively little work has taken an institutional theory approach to explaining acquisition premiums. Accordingly, we draw on institutional theory to derive a set of cognitive, normative, and regulatory nation-level institutional forces that may shed light on premiums offered. In the case of cognitive institutional forces, we hypothesize that other firms' prior premium decisions influence premiums offered in focal acquisitions—although we expect they will exercise a weaker influence when prior premiums greatly deviate from each other, as larger deviations weaken prior premiums' role as a taken-for-granted reference. We also argue that normative forces in the form of the cultural values uncertainty avoidance and future orientation affect bid premiums, as they influence how firms deal with the uncertainty and payoff time inherent to acquisitions. Lastly, we propose that regulatory pressures through a country's rule of law influence premiums, since it affects a firm's confidence in its regulatory environment. We employ a large sample of 23,059 acquisitions in 42 countries from 1997 to 2017, and find support for our hypotheses.

[view paper \(if available\)](#)

Firm Exposure to Environmental Regulations: Multinational Mobility and Non-Market Capabilities (WITHDRAWN)

Author: **Anne Jacqueminet**; Bocconi U.

Author: **Joao Albino Pimentel**; Copenhagen Business School

What types of firms are attracted or deterred by strict environmental regulations? In this paper, we contribute to answering that question by identifying configurations of firm capabilities that favor their exposure to relatively stricter or laxer regulations in their global operations. We propose that firms' bundles of technical capabilities- in the form of technological and environmental capabilities-, multinational mobility capabilities, and non-market capabilities -in the form of political and social

these architectures by carrying out a single or multiple of change- and stability-oriented actions over time. We hypothesize that both types of actions differently affect firm performance and that this relationship is moderated by the predictability, segment conformity, and simplicity of firms' competitive behavior. To test our hypotheses, we created a unique dataset of airline actions that fostered either stability or change in the flight-ticket distribution architecture and assessed, as a proxy for firm performance, the change these actions cause in investors' expectations of future firm performance once an action is announced. Our findings reveal that change-oriented actions negatively affect firm performance and that this effect is further exacerbated by simplicity in firms' competitive behavior, but that stability-oriented actions have an inconclusive effect. Our findings challenge the literature's overwhelming focus on firm-driven change and its associated benefits and makes an initial effort at identifying the factors that both facilitate firm efforts to shape architecture and influence firm performance.

view paper (if available)

How Strategic Distinctiveness Contributes to Incubator Performance: Evidence from China

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

Author: **Yonghui Li**; School of Business, Renmin U. of China

In this article, we extend the research on optimal distinctiveness to the business incubator context and explore how incubators orchestrate multiple strategic dimensions to manage the tension between conformity and differentiation. We develop the argument that incubators can pursue a moderately distinct position in the primary dimension to 'join the battle' and a highly distinct position in the personalized dimension to 'secure victory'. In addition, we argue that the effect of orchestration strategy on incubator performance is magnified by competitive intensity. Using a large sample data from business incubators in China between 2016 and 2018, we find an inverted-U shaped relationship between strategic distinctiveness of market infrastructure development services and incubator performance,

capabilities-, shape their ability to comply vs. arbitrage. We study the 709 international acquisitions and divestments of polluting activities of 50 French multinationals over 2005-2017. The results of our fuzzy set qualitative comparative analysis suggest that, on the one hand, some firms target countries with strict regulations when investing in polluting industries, primarily because their bundle of capabilities reduce the cost of compliance they face relative to peers, and on the other hand, some firms target countries with lax regulations because their mobility and non-market capabilities reduce the cost of regulatory arbitrage. Thus, our paper contributes to research on firms' responses to environmental regulations, speaks to the resource based view of the firm and to non-market strategy research.

view paper (if available)

Host-Country Institutions and Emerging Market Multinational Enterprises' CSR Performance

Author: **Jiang Wei**; Zhejiang U.

Author: **Ding Wang**; Zhejiang U.

Author: **Yang Liu**; School of management, Zhejiang U.

Grounded in the institutional knowledge perspective, this study explores the mechanisms through which and the conditions under which exposure to high-quality host-country institutional environments can affect emerging market multinational firms' corporate social responsibility (CSR) performance. In doing so, we propose a three-stage institutional knowledge learning process model, namely institutional knowledge acquisition, assimilation and exploitation. We argue that high quality of host-country institutions will enable the institutional knowledge acquisition process, but may hinder assimilation process, thus exhibiting an inverted U-shape relationship between the quality of host-country institutions and CSR performance of emerging market multinational enterprises. Moreover, we propose that institutional knowledge base of emerging market firms can positively moderate this curvilinear relationship by facilitating the institutional knowledge acquisition, assimilation, and exploitation process. The results of analyzing a longitudinal dataset of listed Chinese firms from 2009 to 2017 support our key arguments.

and a positive relationship between strategic distinctiveness of business capability development services and incubator performance. Moreover, we show that the decrease of market concentration or the development of regional innovation environment strengthens the relationship between strategic distinctiveness and incubator performance. These findings inject fresh insights into the orchestration view of optimal distinctiveness and advance our understanding of the strategic positioning of business incubators.

[view paper \(if available\)](#)

Weaving My Cocoon: Business Model Configuration and Trajectory of Chinese Coworking-Spaces

Author: **Yixin Qiu**; U. of Bayreuth

Author: **Mahmood Aslam**; U. of Bayreuth

This paper investigates configuration, diversity and trajectory of coworking-space business models. Coworking-spaces are modern, collaborative and flexible workplaces where independent individuals and teams share spaces and amenities, and the assemblage further intensifies their social interaction and information exchange. When an increasing number of creative workers is transferring to coworking-spaces, crystallising various types of coworking-spaces is of significance because the contemporary workplaces shape the context for idea generation and innovation. Our qualitative study reveals four value creation components and specific value capture approaches of coworking-spaces, as well as and how they configure four different types of business models of coworking-spaces. Furthermore, our longitudinal data suggests a framework of business model trajectory that indicates a self-reinforcing process of coworking-spaces business models despite the diversified levels of openness to users. This study contributes to a comprehensive picture and understanding of coworking-spaces. The findings add to business model literature by extending extant design themes and introducing business model trajectory concept.

[view paper \(if available\)](#)

[view paper \(if available\)](#)

Impact Signals: A Study on Emerging Market Multinationals' Ownership Strategies in Advanced Markets

Author: **Ute Heinrichs**; WU Vienna U. of Economics and Business

Author: **Desislava Dikova**; WU Vienna U. of Economics and Business

Drawing on signaling and institutional theory, we perform an analysis of emerging market multinational enterprises' ownership strategies in advanced markets. Specifically, we claim that experience-related information, i.e. signals, disseminated by the acquirer will decrease information asymmetry on the target side of the deal, leading to majority acquisitions. Furthermore, we find that informal institutional distances decreases the positive impact of signals and formal institutional distance further decreases the negative impact of signals, enhancing our understanding of the boundary conditions of the signal environment as well as how emerging market acquirers can navigate their actions in advanced markets. We rely on a dataset of over 2,000 acquisitions undertaken by acquirers from emerging markets in advanced markets during the period 1999-2017.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

STR

Knowledge & Structure (session 885)

Impact of Alliance Partner Diversity on Level and Reliability of Firm Performance

Author: Ruihua Joy Jiang; Strategy & International Business

Author: Qingjiu Tao; U. of Delaware

Author: Michael D. Santoro; Lehigh U.

Management researchers emphasize the prevalence and importance of firms' strategic alliance portfolios in determining various firm outcomes. We extend this literature by examining and empirically testing how different aspects of alliance portfolio partner diversity (defined here as industry and organizational type diversity) affect both the level and reliability of firm performance. Using the multiplicative heteroscedasticity estimation technique on a sample of 178 of the largest multinational firms in the automobile and telecommunications industries across the twenty-year time period (1995 to 2014), we demonstrate that firms with greater partner industry diversity in their strategic alliance portfolios enjoy greater levels of performance coupled with greater reliability. In contrast, firms with greater partner organizational type diversity in their strategic alliance portfolios have lower levels and lower reliability of performance.

[view paper \(if available\)](#)

Lost but Not Gone: Dyadic Collaborative Structure and Post-Mobility Knowledge Spillover

Author: Daniel Tzabbar; Drexel U.

Author: Jeongsik Lee; Drexel U.

Author: Donghwi Seo; Drexel U.

How do differences in the collaborative structure between the hiring firm and the losing firm affect knowledge spillover following employee mobility? We demonstrate that knowledge spill-in and spill-back are the greatest when a firm with a strong

STR

Market Entry & Dynamic Environments (session 884)

Product Strategy in a Nascent Market: The Effect of Complementary Products on New Product Design

Author: Cameron Miller; Syracuse U.

Prior research focuses on new market entry, but ignores how firms position and design products as they enter. Evidence suggests that technologically capable firms sometimes enter with technically inferior products. To address this puzzle, I examine product design and feature choices as they enter a nascent market. Taking a demand-side view of complementarities, I propose that firms with existing products complementary to the new market will enter the new market with products that have lower technical performance, and that firms with complementarities will choose features and components that function with their complementary products and exclude features and components that do not. Examining entry into the nascent smartphone market, I find strong support for these predictions. I identify complementarities within the firm's product portfolio as an important driver of product strategy in new markets.

[view paper \(if available\)](#)

Predicting Entrepreneurial Performance: Simple Rules Versus Expert Judgment

Author: Michael Leatherbee; Pontificia U. Católica de Chile

Author: Paula Navarrete; Pontificia U. Católica de Chile

Author: Patricio Del Sol; -

Rational heuristics or simple rules have been theorized to aid entrepreneurial decision-making in uncertain and dynamic environments. While theoretically appealing, prior research has not moved much beyond theorizing and making

collaborative density- i.e., a high level of intra-firm collaboration- hires an employee from, or loses an employee to, a firm that also has a strong collaborative density. Access to the knowledge not developed by the mobile employee is also the greatest when both firms in the mobility dyad exhibit a strong collaborative density. Finally, when the collaborative density is high for both firms, the losing firm actually experiences net knowledge gains from losing an employee. We discuss the critical role of a firm's collaborative structure on knowledge-building activities following the mobility.

[view paper \(if available\)](#)

The Moderating Role of Organizational Capital Between Knowledge Acquisition and Firm Performance

Author: **Ashley Hockensmith**; U. of Massachusetts Amherst

Author: **Bruce Skaggs**; U. of Massachusetts, Amherst

Author: **Rory Eckardt**; Binghamton U.-State U. of New York

Knowledge acquisition, particularly that of highly valuable knowledge assets, is generally understood to drive professional service firm performance and lead to the establishment of competitive advantage. However, the possession of a given asset is not synonymous with its effective use, and barriers to the intrafirm diffusion of knowledge abound, stemming from, among other things, the nature of the knowledge assets themselves. Thus, the positive impact of knowledge acquisition on firm performance is far from automatic. We argue that organizational capital may bridge this gap between acquisition and performance. We develop and test the moderating effects of two modes of organizational capital – one structural, one cultural – and we find partial support for our overarching theorizing that insofar as organizational capital engenders the integration of new knowledge assets, it moderates the relationship between knowledge acquisition and firm performance such that firm performance is enhanced. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

inferences using case studies. This paper quantitatively explores the validity of rational heuristics as a strategic tool for new venture performance. We model the way in which organizations create simple rules using a machine learning algorithm that replicates the Bayesian updating process by which individuals and organizations craft simple rules for everyday decision-making. To contrast the effectiveness of our modeled rational heuristics, we compare our results against two traditional decision-making processes: expert judge based and expert econometrician based. We find that rational heuristics are systematically more successful than the other approaches in predicting new venture performance and can be applied in a quick and frugal manner, much like the theory predicts.

[view paper \(if available\)](#)

Intellectual Property Rights and Market Entry Incentives: Evidence from the Pharmaceutical Industry

Author: **Martin Hetu**; HEC Paris

Author: **Denisa Mindruta**; HEC Paris

Author: **William G. Mitchell**; U. of Toronto

This study investigates the impact of a sudden reduction in the strength of the intellectual property rights (IPR) environment on market entry and the launch of new innovative products by startup, diversifying and incumbent firms benefitting from different types of complementary assets and technological resources. We use a difference-in-differences empirical design relying on the exogenous invalidation of gene patents in the United States by a 2013 Supreme Court decision and the uninterrupted validity of gene patenting in European Union countries between 2005 and 2018. We find that a reduction in the strength of the IPR environment leads to an increase in entry in existing markets by startup firms, diversifying firms without specialised technological resources and diversifying firms with specialised technological resources. Moreover, the launch of new innovative products by incumbent firms appears to be moderately affected by IPR invalidation as the rate at which they launch such products remains high, but nevertheless decreases over time. Our empirical results are most

Connecting the Dots: Geography and Knowledge Sourcing Within and Across Firm Boundaries

Author: **Sohyun Park**; U. of Minnesota
Author: **Akbar Zaheer**; U. of Minnesota

We examine the innovative outcomes of knowledge sourcing within and across firm boundaries in the context of localized knowledge spillovers. Within firm boundaries, we argue that collaboration across regions through internal linkages, while costly, draws upon diverse knowledge and results in valuable innovation. In contrast, we posit that reaching out across firm boundaries to access local knowledge, while useful for producing a large volume of innovation, fails to yield high-value innovation. Using 28,639 medical device patents granted to 488 firms from 1975 to 2006, we show that cross-regional internal collaboration increases the value of patents, while relying on local knowledge spillovers decreases it. We also find support for the interaction between two knowledge sourcing approaches: cross-regional collaboration mitigates the negative impact of local spillovers. Our study highlights how firms can successfully employ innovation strategies that combine the benefits and attenuate the costs of both local spillovers and distant knowledge recombination.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

convincing for diversifying firms that benefit from complementary assets, but lack specialised technological resources. Our findings contribute to the literatures on technology commercialisation strategy and related diversification by showing that complementary assets and specialised technological resources allow startup and diversifying firms to enter existing technological markets and displace incumbents in weak IPR environments.

[view paper \(if available\)](#)

How Effective are Strategy Repertoires in the Context of Environmental Dynamism?

Author: **Mirjam Goudsmit**; VU Amsterdam
Author: **George A. Shinkle**; UNSW Sydney

How does environmental dynamism influence the performance effect of different combinations of strategies? Moving beyond a predominant isolated treatment of firm-level strategy, we investigate a strategy repertoire consisting of four different strategies that may be simultaneously in play but varying in degree. We argue that repertoires exhibit different patterns based on intensity (absolute magnitude) and focus (relative magnitude). Taking an organizational learning lens, we hypothesize that the effectiveness of repertoire patterns depends on the kind of dynamic environment; exhibiting varying levels of velocity, uncertainty, ambiguity, or complexity. Hypotheses are tested via survey data from 203 firms in different industries in Australia, China, Israel, and U.S.A. Findings show strong moderating effects. Contributions to the strategy literature include providing more insight into performance effects of multiple well-known strategies in varying dynamic environments.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Multi-CEOs, Outside CEOs, CEO Death, and CEO Responsibilities

STR

Platform Design (session 877)

(session 887)

Multi-CEOs: Toward a Theory of Executives Leading Multiple Firms

Author: **Lorenz Graf-Vlachy**; ESCP Business School

The Chief Executive Officer (CEO) is critical to a firm's success and the position is commonly considered to be extremely demanding. It is thus surprising that some individuals are "multi-CEOs," i.e., they simultaneously hold the CEO position in multiple firms. I study four such multi-CEOs using a case-study approach to understand why and how multi-CEOs are appointed and how they conduct themselves while in office. My findings suggest that multi-CEO appointments require special circumstances regarding corporate control or CEOs' legitimacy. Boards seem reluctant to appoint multi-CEOs and may initially opt to create such arrangements only ad interim. Interestingly, making these ad interim arrangements permanent appears to not be contingent on firm performance, and helped by CEOs' prior public commitments to their first CEO positions. Further, multi-CEOs publicly bill their appointments as undesirable yet inevitable and not detrimental to firm performance. They avoid conflicts of interest by running firms that are not in competition or by following specific decision rules. Compensation schemes vary but are all highly symbolic. In their daily work, multi-CEOs respond to physical presence requirements through headquarter co-location or travel and exhibit specific patterns in their time allocation. Finally, multi-CEOs utilize Chief Operating Officers (COOs), or tend to face public pressure to do so.

[view paper \(if available\)](#)

Outside CEOs and Firm Performance: The Roles of Experience, Misfit, and Negative Sentiment

Author: **Thomas Keil**; U. of Zurich

Author: **Dovev Lavie**; Bocconi U.

Author: **Stevó Pavicevic**; Frankfurt School of Finance & Management

How does the appointment of an outside CEO affect the hiring firm's performance? Prior research reports inferior performance for outsiders, but with high variance that yields mixed findings. We develop

Disentangling the Impact of Indirect Network Effects on Platform Growth

Author: **Ramya Krishna Murthy**; Schulich School of Business

Author: **Moren Levesque**; York U.

Indirect network effects are established as key drivers for platform growth. However, in platforms like newspapers and open source software platforms, these effects are asymmetric across the different sides. In this paper, we examine how the symmetry of indirect network effects influences platform growth trajectory. We find that platforms grow at an exponentially increasing rate only when indirect network effects are symmetric, whereas growth of platforms with asymmetric indirect network effects follows a S-shaped trajectory. Within these trajectories, we examine how the platform sponsor can improve the strength of indirect network effects. We find that the growth rate can be augmented by aligning the sources of indirect network effects?membership and usage benefits? with the marketness of the platform. We introduce marketness as a construct to refer to the extent to which platforms employ market-like value-creation systems.

[view paper \(if available\)](#)

Entrepreneurs on Sharing Economy Platforms in Emerging Economies

Author: **Xueming Luo**; Temple U.

Author: **Zhijie Lin**; School of Economics and Management Tsinghua U.

Author: **C. Jennifer Tae**; Temple U.

How does the platform design change emphasizing user satisfaction affect the entrepreneurs' product portfolio size on a sharing economy platform (SEP)? Individuals with idle assets can participate on SEPs to leverage economic opportunities. Because these entrepreneurs are qualitatively different from complementors in non-SEPs, it is unclear ex ante how effective the platform designs that guide complementor behavior in the latter settings will be on SEPs. Entrepreneurs reduced their product portfolio size following the change, and more so for those with higher user satisfaction. While entrepreneurs and the platform owner benefitted

and test three alternative theories for the performance heterogeneity across outside CEO appointments, predicting that experiential learning enhances performance, while negative transfer learning and negative sentiment undermine performance following their appointments. We conjecture that insiders gain more than outsiders from their executive experience and suffer less from negative transfer and negative sentiment. Analyzing data on CEO appointments in US-based public firms during 2001-2014, we find that the depth of experience of outside CEOs enhances post-succession performance, but their breadth of experience does not. The misfit between their prior corporate background and their hiring firms' characteristics undermines performance, and so does negative sentiment toward their appointments. We further find support for our hypotheses concerning the relative advantages of insiders. We conclude that in explaining performance heterogeneity among outside CEOs, much depends on their fit with the hiring firm and on the bias of the firm's stakeholders against outsiders.

[view paper \(if available\)](#)

Compassionate Board of Directors and Power Dynamics with the CEO

Author: **Anran Li**; Hong Kong U. of Science and Technology

Moving beyond the three roles of board of directors, this study proposes the affective and emotional impact of board on strategic decisions. We propose that a non-CEO executive's death will raise board's awareness of mortality and make them more compassionate towards CEOs. Board will thus be more likely to reduce CEO's job demands in the pay-setting process and the final compensation. We further propose that because in the negotiation process like CEO pay-setting a more powerful party will be more likely to express his or her emotions while a less powerful party will hide the emotions and affects, the main effect is contingent upon the power dynamics between CEO and board. Such effect will be strengthened if CEO has more power indicated by CEO duality and firm performance, and weakened if board is more independent. A longitudinal analysis of 1,834 firms with 8,945 firm-

from the change through increased sales, the user satisfaction of buyers, the intended beneficiary, deteriorated following the change. Our results highlight the interdependence underlying SEP participants and elucidate the trade-offs involving quantity vs. quality.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

year observations generally support our propositions. Our study contributes significantly to literature of board roles, CEO compensation, and corporate leaders' death.

[view paper \(if available\)](#)

The Role of Executives in Enhancing Trust in Capitalism

Author: **R. Michael Holmes**; Florida State U.

Author: **Justin Pepe**; Florida State U.

Author: **Donald Siegel**; Arizona State U.

Trust in capitalism is declining, and many observers hold executives responsible. However, there is limited theory explaining why this decline is important and how executives' characteristics and actions can enhance trust in capitalism. In our theory development, a core premise is that executives can restore trust in capitalism by prioritizing financial and social missions equally, although dealing with this paradox represents a challenge for executives. Specifically, we recognize that placing social missions on an equal footing with financial missions is difficult, but nevertheless pivotal, to ultimately affecting trust in capitalism. Drawing on the upper echelons perspective, paradox theory, and the trust literature, we describe why executives might pursue financial and social missions equally, and how executives' actions that follow this pursuit could help shape trust in capitalism. Further, we describe the role of information asymmetry in shaping the effects of such actions. Our theoretical framework has implications for understanding executives' responsibilities and relationships with shareholders and other constituents, the origins and importance of trust, and responsible leadership. Our overall contribution is to shed light on the role that executives play in the development of trust in capitalism.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Politics as a Competitive Weapon (session 882)

Nonmarket Strategies of New Entrants and Incumbents: Evidence from Ridesharing and Taxi Firms

Author: **Guy Holburn**; U. of Western Ontario
 Author: **Davin Raiha**; Indiana U. - Kelley School of Business
 Author: **Kartik Rao**; Ivey Business School

Technological innovations by digital platform-based firms have led to public debates about the legitimacy of new entrants' business strategies in a range of industries, prompting governments to revisit industry regulations – and triggering competition between new entrants and incumbents in the nonmarket environment in order to shape the future “rules of the game”. In this paper, we examine the lobbying strategies employed by market incumbents and new entrants to shape emerging industry regulations. Our central thesis is that the asymmetry in political resources and capabilities of incumbents and new entrants will result in them pursuing divergent lobbying strategies. Focusing on the key legislator attributes of committee assignment, seniority, and ideology, we hypothesize that incumbents will leverage their superior political experience and relationships to lobby members of industry-relevant committees and more senior legislators. On the other hand, new entrants circumvent the resulting political barriers to entry by focusing on legislators outside of the committee, those who have more recently been elected, and those who are relatively more pro-competition. We also argue that the response of firms to their rivals' lobbying will be contingent on the nature of their political support, and as such, incumbents and new entrants will respond differently to the lobbying actions of their rivals. Utilizing a novel dataset of lobbying contacts made by incumbent taxi firms and new entrant Uber with legislators in Toronto from 2014 - 2016 we find support for our hypotheses. Our findings emphasize how heterogeneous political resources drive nonmarket actions of firms when they compete with each other to influence policy outcomes.

[view paper \(if available\)](#)

Resource-Based Advantages: Speed, Learning, and Bottlenecks (session 880)

Task and Resource Bottlenecks: How Organization Design Informs the Microfoundations of RBT

Author: **Samina Karim**; Northeastern U.
 Author: **Chi-Hyon Lee**; George Mason U.
 Author: **Manuela Hoehn-Weiss**; Oregon State U.

We investigate the microfoundations of resource-based theory to better understand how resources are managed and used within organizations to influence their performance. To accomplish this, we draw on an organization design lens that informs us about how both resource management and task design are impactful to reducing bottlenecks in work systems. Specifically, we focus on two forms of task interdependence, namely the study of decentralization of task flow and the complexity of task interconnections, and show that both being high or low benefit performance. Our study also examines how resource fungibility and resource slack cannot improve performance each in isolation, but that together can benefit organizations. Our context is the scheduled U.S. passenger airline industry over two decades. Together, our findings have important implications for how the design of tasks and resource allocation to these tasks can influence an organization's performance.

[view paper \(if available\)](#)

Whether and How Does Learning Curve Uncertainty Affect Early Mover Advantage?

Author: **Michael J. Leiblein**; Ohio State U.
 Author: **John S. Chen**; U. of Florida

The existence of a learning curve, in which costs decline with cumulative experience, suggests that early entry (and production) provides learning opportunities that create competitive advantage by reducing future production costs relative to later entrants. We argue that this proposition is subject to an under-appreciated limitation — that progress down the learning curve may be uncertain. If there is uncertainty in the learning curve, then the taken-

Blinded By the Sun: Incumbent Response to Shifting Customer Demands in Regulated Electricity Markets

Author: **Carmen Weigelt**; Tulane U.

Author: **Shaohua Lu**; Santa Clara U.

Author: **Cameron Verhaal**; Tulane U.

An understudied question in the strategy literature is whether firms in regulated, monopoly-like, markets respond to uncoordinated customer preferences. Conventional wisdom would suggest that due to high barriers to entry and low buyer bargaining power in these markets, customer influence on incumbent firms is minimal to non-existent. Our findings, however, suggest that firms in regulated, monopoly-like, markets may not be as immune to demand-side customer preferences as previously thought. We draw on the competitive dynamic literature to suggest that under certain conditions, technological innovation may offer customers access to products or services previously only provided by an incumbent firm. As a result, the incumbent firm faces new competitive pressures even in monopoly markets. We find that incumbent utilities respond to customers' adoption of distributed solar. We also identify important boundary conditions that moderate this effect. We test our hypotheses on a dataset of incumbent utilities' solar investments and customers' adoption of distributed solar from 2010 to 2017 in the U.S. electric utility industry. Our findings contribute to understanding how firms in regulated, monopoly-like markets respond to demand-side influences, despite a lack of competitive pressures from rival firms.

[view paper \(if available\)](#)

Policy Shock and Firm Response: Integrating Corporate Political Strategy and Competitor Analysis

Author: **Xiaoyan Sun**; National School of Development at Peking U.

Author: **Hao Ma**; National School of Development at Peking U.

for-granted wisdom regarding the benefits of learning curves may over- or under-emphasize the value of early entry. We consider two forms of uncertainty — prospective (future production costs) and contemporaneous (current production costs). We demonstrate computationally that while prospective uncertainty in the learning curve enhances the learning benefits of early entry and production, contemporaneous uncertainty reduces these benefits. Further, we examine the implication of these findings for learning curve spillovers between leader and laggard firms. We conclude with implications for future research regarding learning curves and the pursuit of early mover advantage.

[view paper \(if available\)](#)

Increasing Demand and a Tradeoff Between Speed-Cost Efficiencies and Total Profits

Author: **Minjae Lee**; Southern Connecticut State U.

Recently, the resource-based view has achieved substantial progress in the strategic management literature by recognizing non-scale free property of resources. Building on this non-scale free resource logic, this paper examines how demand conditions within a market impact firms' strategic decisions to trade off their speed-cost efficiencies for greater total profits. Demand conditions force this trade off by influencing the opportunity costs of deploying non-scale free resources. I use an analytical model to provide two propositions : (1) when product-market demand increases, the total profit from allocating a firm's non-scale free resources to two projects becomes greater relative to that from fully using its non-scale free resources for one project, and (2) firm speed-cost efficiency is always lower when a firm chooses two inefficient projects over one efficient project. I provide three hypotheses based on these propositions in the context of liquefied natural gas industry in which demand increased rapidly resulting from energy market liberalization in 2000: (1) firms in the post-shock period (i.e., when product demand rapidly increased after 2000) have inferior speed-cost efficiencies as compared to firms in the pre-shock period (i.e., when product demand was steady and low before 2000); (2) post- shock firms lose more speed-cost efficiency as they conduct more projects; and (3) a

This article examines the effects of both a firm's political strategy and competitive strategy on its response to a government policy shock. Treating the government as an integral part of the external forces a firm has to reckon with, it extends the awareness- motivation-capability (AMC) framework, originally developed for competitor analysis, to the study of policy shock and firm response. Building on the strategic reference point (SRP) framework, it also considers the impacts of a focal firm's competitors on its response to the policy shock. Specifically, the nature of the policy shock, the relationship between the focal firm and the government, as well as the competitors' responses to the same policy shock all affect the focal firm's awareness of the policy shock as well as its motivations to respond, while its slack resources affect its capability to carry out its eventual response to the policy shock.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

firm's decrease in speed-cost efficiency is associated with a firm's performance increase in the post-shock period, whereas a firm's increase in speed-cost efficiency is associated with a firm's performance increase in the pre-shock period. Empirical tests corroborate all hypotheses.

[view paper \(if available\)](#)

Ways Out of the Dead-End of RBV Dynamization: Dynamic Capabilities and Beyond

Author: **Alice Rettig**; Freie U. Berlin

Author: **Georg Schreyogg**; Freie U. Berlin

The predominant suggestion of how to overcome the static character of the resource-based-view (RBV) is the concept of dynamic capabilities, basically calling for a dynamization of organizational capabilities. Over the past two decades, the dynamic capability perspective has become one of the most influential theoretical lenses in the field of strategic management, dedicated to explain organizational adaptability and innovativeness in volatile markets. Given this broad acceptance, it is surprising enough that an analysis of the current research debate reveals that a congruent understanding of the construct is still missing and the perspective suffers from inherent conceptual contradictions. This raises the question whether we should continue to see the dynamic capability perspective as most promising template to structurally dynamize the RBV. We discuss this question along four core issues intriguing the dynamic capability debate: (1.) The role of the external environment; (2.) The role of internal agency; (3.) The underlying processes of change; and (4.) The importance of routines. Our analysis reveals a broad variety of distinct research paths and a confusing fragmentation of the research field. Furthermore, unsolved dilemmas in dynamizing organizational capabilities emerge. None of the suggested approaches designed to conceptualize dynamic capabilities seems capable of dynamizing the RBV substantially, while simultaneously preserving the original concept of an organizational capability. After all, a dynamic capability is supposed to be a capability. The last section of this paper therefore aims at reassessing the dynamic capabilities perspective and suggesting alternative approaches for dynamizing the resource-

STR

Strategies and Drivers of Value Creation and Capture (session 881)

Strategic Product Variety Choice: Theory and Empirical Evidence

Author: **Ulrich Kaiser**; U. of Zurich

Author: **Markus Reisinger**; Frankfurt School of Finance & Management

The optimal number of products to offer consumers constitutes one of the core decision problems that firms face. In this paper, we provide a new model to investigate how firms choose their product variety in response to changes in market conditions, and empirically test the resulting predictions. While existing work on product portfolio size primarily focuses on consumer heterogeneity and entry deterrence, we consider the interaction between portfolio size and investment in customer satisfaction (e.g., through quality improvements) in an environment with imperfect competition. We show that the interaction between these decisions yields novel predictions of how market conditions shape a firm's product variety. Interestingly, we find that a higher customer profitability can lead to a reduced number of products, whereas an increase in the number of competitors or a larger share of loyal consumers might induce firms to expand their product variety. Several model extensions confirm the robustness of these results. We conduct an empirical analysis using data from the German magazine industry, which provides supportive evidence for our predictions.

[view paper \(if available\)](#)

based view.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

TIM

Why Become an Entrepreneur and Why It Matters? Effects of Motives on Entrepreneurial Outcomes (session 892)

The papers included in this symposium aim to enrich and complement the growing literature on entrepreneurial motives from different theoretical and methodological perspectives. While all focus on understanding the links between motives and entrepreneurial outcomes, the papers apply behavioral, economic, social psychological, and cognitive lenses and use a variety of methods including qualitative, survey, linguistic, and experimental methods. Taken together, they offer evidence that the study of motives is important to enriching our understanding of several entrepreneurial processes, including employee entrepreneurship, serial entrepreneurship, business idea development, and financial and human resource acquisition. The goal of this symposium is to raise awareness and spark debate around the multiple ways in which motives matter to entrepreneurial outcomes.

Spinning an Entrepreneurial Career: Uncovering Motivational Pathways to Venture Success

Hyeonsuh Lee; U. of Illinois at Urbana-Champaign

Sonali Shah; U. of Illinois at Urbana-Champaign

Rajshree Agarwal; U. of Maryland

Saved by a Partner: Founder Intrinsic Motivation, Entrepreneurial Survival, and Partnership Gains

Jihae Shin; U. of Wisconsin, Madison

Yuna Cho; Yale School of Management

Laura Huang; Harvard Business School

Touched by Greatness: Symbolic Value Creation and the Market for Vintage Guitars

Author: **Chunhu Jeon**; Arizona State U.

Author: **Ion B. Vasi**; U. of Iowa

Value perception is a key notion in strategy scholars and practitioners as well, but existing research has paid less attention to how consumers socially construct market value of a product. Building on the consumer benefit experienced perspective, we examine how symbolic value—perception and consumption of highly-visible, prestigious consumers—is transmitted to general customers' value perception and is generalized across the market. Our preliminary analyses of the vintage guitar market between 1942 and 1988 demonstrate that consumption and authenticity perception of high-status musicians made critical impacts on market valuation of the products.

[view paper \(if available\)](#)

The Role of Third Parties in Value Creation and Capture: Why Michelin Stars May Not Be a Good Thing

Author: **Daniel Sands**; New York U.

This paper develops an extension of the value-based view of strategic management by incorporating third parties into value networks. The theoretical framework proposes ways in which third parties affect attention and bargaining in markets, and it highlights how third parties can promote and/or impede the creation and capture of value. Consequently, even favorable third party evaluations of a focal firm may hinder their ability to capture value. Michelin Guide's 2005 entry into the New York City restaurant market serves as the setting for examining these issues empirically. Statistical analyses indicate that restaurants receiving Michelin stars have increased likelihood of failure. A mixed-method approach, including interviews with Michelin started restaurateurs, is used to investigate mechanisms at the upstream, downstream, and organizational levels. The evidence suggests that changes in attention and bargaining at each of these levels makes it more difficult for the restaurant to capture value after receiving a Michelin star. However, the results also

Ability, Preferences, and Employment in Early-Stage Technology Startups

Author: **Michael Roach**; Cornell U.

Author: **Henry Sauermann**; ESMT European School of Management and Technology

Understanding the Relationship Between the Vocabulary of Local Entrepreneurs and Community Investors

Author: **Esther Leibel**; Boston U.

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

indicate that managerial experience may mitigate these negative effects. These counterintuitive findings help emphasize that third parties play complex roles in markets and may produce notable unintended consequences.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Adaptation and Change: TIM Conversations - Human Aspects of Digitalization (session 894)

Chatbots as Game Changers in Sales Management – An Analysis of the Acceptance to Use Chatbots

Author: **Tobias Heussler**; Professor of Sales Management

Chatbots enhance the efficiency of relevant customer touchpoints in terms of the customer experience and associated costs. Managers fear that they will require a high capital expenditure and result in low customer acceptance. However, research on the usage of chatbots has focused on technological aspects. By contrast, this paper contributes to a research stream that analyzes the acceptance of chatbots. According to the technology acceptance model (TAM), perceived usefulness and voluntariness of use have an impact on the intention to use chatbots. This research adds stress as an additional influencing factor in the TAM and examines the moderating role of stress on usefulness and voluntariness and their relationship on the intention to use chatbots. The results of an experiment demonstrate that managers need to consider impact of stress when employing chatbots for daily interactions with customers.

[view paper \(if available\)](#)

Digital Fluency – A Facilitator of Digital Work Performance?

Author: **Sophia Zimmermann**; U. of Konstanz

TIM

Business Model Innovation: Leadership & Business Model Innovation (session 893)

Perceived Performance as a Driver of Business Model Change: Explorative and Exploitative intentions

Author: **Oleksiy Osiyevskyy**; U. of Calgary
Author: **Dirk Libaers**; U. of South Florida
Author: **Marc H. Meyer**; Northeastern U.

Drawing on existing theories of managerial behavioral decision making within firms (behavioral theory of the firm and threat-rigidity), we investigate how managerial perception of relative firm performance influences the formation of intention to enact business model change. The developed theoretical framework distinguishes between intentions to incrementally improve the current business model along the established trajectory that provided past success (exploitative business model change) and bringing wholesale changes to the way value is created and monetized (explorative model change). The theoretical predictions of the study are empirically tested in the real estate brokerage industry during a time period of a major technological and regulatory change. We demonstrate that the strength of intention to enact explorative and exploitative business model change could be explained by different performance-related antecedents. Specifically, the relationship between a managerial perception of a firm's relative performance and intention to enact explorative business model change is inversely U-shaped. In the case of weak perceived firm performance on one hand ("we are too frightened to change our business model") and strong performance on the other ("we

The digitalization of the workplace appears to be both a curse and a blessing for organizations as the pervasiveness of digital technologies can have opposite effects on individual work performance. To be successful in the digital age, it is, therefore necessary for organizations to promote and exploit factors that enable digital work performance. However, empirical research on facilitators of digital work performance is scarce. We address this research gap by conceptualizing and testing a resource that enables employees to effectively perform in a digitalized work environment: digital fluency. Drawing on the ability-motivation-opportunity framework, we propose that employees' digital fluency, which consists of digital knowledge and digital self-efficacy, positively affects employees' digital work performance. We further argue that leaders' and coworkers' digital fluency moderates the relationship between employees' digital fluency and their digital work performance. We find support for the positive effect of employees' digital fluency on their digital work performance and the moderating effect of leaders' digital fluency in a multisource and time-lagged sample of 232 employees and 17 leaders from a medium-sized German technology company.

[view paper \(if available\)](#)

Job Composition and Digital Technologies: Its Effect on UK Firms in the Digital Era (WITHDRAWN)

Author: **Mabel Sanchez Barrioluengo**; Alliance Manchester Business School, U. of Manchester

This paper studies how the adoption of digital technologies has changed the occupational structure of UK firms. Drawing on an employer-employee panel survey between 2004 and 2011 in the UK, this study shows that the effect of the firms' routine exposure on labour markets varies when both the occupational mix and the adoption of digital technologies at firm-level are taken simultaneously into consideration. We conclude that the specialization in routine manual jobs without the appropriate technological adoption is not enough to generate positive effects of firms on labour markets, specifically in the manufacturing sector. However, routine cognitive jobs are a safe bet factor for firms even in the absence of digital technologies.

have no need to change our business model") we observe unwillingness to undertake explorative business model change. We also find that more incremental, exploitative business model changes are positively linearly related to relative business performance ("doing more of what we've been doing before"). Moreover, two salient factors from behavioral decision making theory (prior successful risk experience and financial slack) significantly moderate these relationships.

[view paper \(if available\)](#)

Optimal Profit Allocation and Leadership Assignment of Collaborative R&D in Supply Chain Networks

Author: **Changfeng Wang**; Zhejiang Normal U.

Author: **Wenbo Li**; Zhejiang Normal U.

Author: **Zongguo Ma**; Shandong Normal U.

The highly distributed and frequently changing resources, as well as the rising costs and uncertainties of developing and launching new products necessitate that firms collaborate in supply chain networks. However, management of new product development, especially the leadership assignment of the collaboration between firms, presents a new set of challenges in sharing the benefits of innovation. The present study conceptualizes and formulates a collaborative R&D project involving two supply chain firms with diverse R&D and leadership technologies and examines the optimal mechanism of profit allocation and leadership assignment that outweigh investigating them alone. These approaches are termed as the relative importance of each firm, the effectiveness of leadership technology, the degree of teamwork, and the R&D and leadership efforts and costs. These factors subtly interact with each other and jointly determine the optimal profit allocation and leadership assignment. The analysis shows that when leadership is technically impossible, the optimal profit allocation to each firm should be positively related to its relative importance in the expected returns function. In contrast, when leadership is technically possible, the optimal leadership assignment depends on the interactions between each firm's relative importance in the collaborative R&D project, leadership ability, and the

[view paper \(if available\)](#)

One Frame at a Time: The Dynamics of a Change Project, End-Users and Digitally Transformed NHS

Author: **Tabish Zaman**; Hull U. Business School

Author: **Anna Viragos**; U. of Leeds

Author: **Sotirios Zygiaris**; Prince Mohammad Bin Fahd U.

The importance of digitisation projects in the United Kingdom National Health Services (NHS) relates to altering the way patients engage with services and improving the overall efficiency and co-ordination of care. Although, both government and NHS have never failed to set high-level vision and goals when it comes to projects on digitising the NHS, the results have often been less positive. National Projects for Information Technology (NPfIT) being the case, which cost almost £13 billion to the UK taxpayers and as an institution, the NHS is still nursing the effect of an ambitious project gone astray. Failure or lack of desired outcomes is often measured in terms of economic values which in most cases takes away the focus from the difficulties of people who come through the process of change often bruised, disenchanted and de-motivated. As end-users, the doctors, nurses, and pharmacists experience the upheavals associated with the change project. Building on this, the paper is arguing for a multi-cognitive perspective on how change projects are framed and managed in the NHS. From a theoretical standpoint both planned and emergent approaches to change management have sought to shed the light on behavioural aspects of change, and to that we argue the need to integrate the ideas of change and project management.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

R&D and leadership efforts and costs. Furthermore, it is also found that assigning leadership to a firm with absolute advantage is always preferred to assigning to a firm with absolute disadvantages in both R&D and leadership technologies.

[view paper \(if available\)](#)

To Outcomes and Beyond: Discursively Legitimizing Outcome-Based Business Model Development

Author: **Lauri Valtteri Korkeamäki**; U. of Vaasa

Author: **Marko Kohtamäki**; U. of Vaasa

In their quest to create economic and operational results to their customers by using outcome-based business models (OBM), solution providers engage in micro-processes of discursive legitimation. This study builds on the literature of OBMs and a discursive analysis of an in-depth single case study, by investigating how managers discursively legitimate the development of an OBM to provide even better outcomes for their customer. The present study contributes by finding four discursive legitimation strategies used to manage the development of an OBM: 1) trustification, 2) rationalization, 3) authorization, and 4) normalization. Additionally, the study contributes to the existing OBM literature by pinpointing the situated nature of the outcomes contracted for. For managers developing OBMs, the study offers a guideline to legitimate OBM development and an ecosystem template to initiate a search for further network-driven opportunities for co-creation.

[view paper \(if available\)](#)

Dominant Logic and Business Model Innovation: Resolving Cognitive Dissonance on the Component Level

Author: **Leandro Bitetti**; U. della Svizzera Italiana & SUPSI

Author: **Michael Gibbert**; U. della Svizzera Italiana

Dominant logic is generally seen as a cognitive barrier in the different steps of business model innovation processes. This particularly applies to

micro-firms, where the business owner espouses the dominant logic and at the same time plays a vital role in innovating and potentially changing it. We engaged in an action research with forty butcher's shops' owners to shed more light on the conflicts between dominant and emerging logics at every business model component (i.e. (1) value proposition, (2) value creation, (3) value network, (4) value delivery, and (5) value appropriation). Furthermore, these conflicts triggered a state of cognitive dissonance among dominant and emerging logics. To investigate how butcher's shops' owners restored equilibrium we subsequently conducted a multiple embedded case study, with four positive cases (i.e. innovative butchers), and four negative cases (i.e. non-innovative butchers). Positive cases resolved cognitive dissonance by embracing emerging logics through a set of consistent ideas supporting the emerging logic at all five business model components, assessing the limitation of the dominant logic at the value proposition, as well as on the value delivery levels. In contrast, negative cases resolved cognitive dissonance by adding elements sustaining the dominant logic at the value proposition, value creation, value delivery, and value capture levels, and by reducing the importance of factors supporting emerging logics at all five business model components. The present study contributes to the business model innovation literature, by pointing to the dual role of cognitive dissonance between dominant and emerging logics at the level of different business model components.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Collaboration: TIM Conversations - Technology Acquisitions (session 895)

[Towards an IP Rights View of Acquisitions: The Role of Industry Ownership Fragmentation](#)

Author: Aman Asija; U. Ramon Llull, ESADE Business School

TIM

Ecosystems & Platforms: TIM Conversations - Intra and Inter Platform Competition (session 896)

[Untangling Product Complexity on Digital Platforms: Implications for Platform](#)

[Complementors](#)

Author: Hye Young Kang; Singapore Management U.

Author: **Solon Moreira**; Fox School of Business, Temple U.

Author: **Dimo P. Ringov**; ESADE Business School

When are firms more likely to acquire, or be acquired, as a means of protecting the value of innovations? This paper examines how the fragmented ownership of intellectual property (IP) rights in an industry affects technology acquisitions. We theorize that the level of fragmentation has a curvilinear (inverted U-shape) effect on the rate at which firms engage in technology acquisitions, but that this relationship is weaker for firms that have a higher risk of being “fenced in” by owners of external IP rights. Firms with relatively more valuable IP rights are more likely to be acquired as fragmentation increases. Using a unique longitudinal dataset on the biopharmaceutical industry from 1986 to 2004, we test and find empirical support for our propositions.

[view paper \(if available\)](#)

Fast or Furious? Acquisition of Innovation on Product Recall in High- Technology Industries

Author: **Jongsoo Kim**; Hong Kong Baptist U.

Author: **Moonsik Shin**; Purdue U., West Lafayette

Author: **Joon Mahn Lee**; Korea U. Business School

Externally acquired new technology is an important resource in innovation and new product development in high-technology industries. Although the importance of balancing between external acquisition and internal development has been well documented, there has been little empirical research on the impact of an acquisition decision on new product development and its management. Are there any negative impacts of acquisitions made to obtain new innovative products from the external market? Do acquiring firms have thorough understandings of the technological features of the new products they acquire? Applying firm- and product-level analyses regarding acquisitions and product recalls in the U.S. medical device industry, we find evidence that a firm that engages in more acquisition activity experiences more product recall incidents but that the quality failure is more common when the acquiring firm is larger and when their investments

Author: **Fernando Suarez**; Northeastern U.

Platform-mediated industries have created large markets for complementor firms, resulting in vigorous intra-platform competition among them. On digital platforms, complementor competition tends to focus on products (end users often know the product name but not that of the complementor). Product strategy in platform complementor markets is therefore an important yet understudied topic. A key product strategy dimension is that of product complexity because adding features on digital platforms is facilitated by the intrinsic flexibility of software-based products and low appropriability regimes. Moreover, extant research suggests that product features are a major determinant of the level of demand for a complementor product. This paper addresses this research gap by exploring how product complexity affects the performance of digital platform complementors. We examine complementors’ performances from two perspectives, namely demand and operations, because it is the combination of the two that ultimately drives the impact on complementors’ performances. With regard to demand, we argue that product complexity has a positive association with perceived product quality, but an inverted U-shaped relationship with consumers’ product engagement. With regard to operations, we contend that product complexity increases the frequency of product maintenance while decreasing the speed of product adaptation to platform-wide changes. We test our hypotheses empirically in the context of a health and fitness application ecosystem in the Apple iOS App Store via a multi-method approach. We run panel data analyses on a manually collected dataset, supplemented with two online experiments to explore the underlying mechanisms behind our arguments, and to address endogeneity concerns.

[view paper \(if available\)](#)

Complements in a Peer-to-Peer Marketplace: The Relationship Between their Variety and Performance

Author: **Rosario Silva Froján**; IE Business School

Author: **Oksana Gerwe**; Brunel Business School

Author: **Snehasis Deshpande**; IE Business School

in R&D are larger. Moreover, our data shows that a new product from an acquired firm is more likely to have product defects but that the hazard of product recall decreases when the technology domain of the acquirer and the target is the same. In addition, the resolution of product recall takes more time when the product is obtained via acquisitions.

[view paper \(if available\)](#)

Introduction of a New Technology and its Adoption by Competing Manufacturers

Author: **Fei Jing**; School of Management, Xi'an Jiaotong U.

Author: **Jun LIN**; School of Management, Xi'an Jiaotong U.

In a market with a technology provider and two competing manufacturers, we examine the technology introduction strategy of the provider and the technology adoption strategy of the manufacturers. For an underlying technology that improves the product quality in multiples, the provider sells the new technology to both manufacturers in case of small improvements, and sells to one of the manufacturers otherwise. Interestingly, the underlying technology provider's profit may decrease as the level of new technology improvement increases. For an independent technology that improves the quality additively, the provider always sells the new technology to one of the manufacturers. If the provider sells an underlying/independent technology to one manufacturer only, then it sells to the low-quality manufacturer for moderate level of new technology improvements. Otherwise, the high-quality manufacturer is preferred. Moreover, for each manufacturer, as long as quality of new product exceeds a critical threshold, they remove the old product from the market while introducing a new product adopting the new technology.

[view paper \(if available\)](#)

Firm Matching in the Market for Technology: Harnessing Creative Destruction

Author: **Pere Arque-Castells**; U. of Groningen

Extant research shows that attracting a higher number and variety of complements to the platform is related to platform's performance, as more users will be attracted to the platform. However, we do not know whether and how an increasing variety of complements affects individual performance of each complement. Our study addresses this issue in the context of peer-to-peer marketplaces. This type of two-sided platforms exhibits a high level of variety, as they rely on individuals (or providers) to bring their heterogeneous assets to customers. Using data of the monthly revenues of the total population of Airbnb listings in Spain during the period October 2014-October 2019-almost fourteen million observations, we analyze the effect of listings' variety on listings' revenues and the moderating role of the number of listings active on Airbnb. Our results show that there is an inverted U-shaped relationship between the listings' variety and the listings' monthly revenue. This relationship is accentuated when the platform's size is larger.

[view paper \(if available\)](#)

Platform Competition and User Generated Content: Evidence from Game Wikis

Author: **Johannes Loh**; LMU Munich

Author: **Tobias Kretschmer**; LMU Munich

Today, many platforms rely on contributions by users to create value. While they play an increasing role in today's digital economy, little is known about how dominant user-driven platforms emerge and what determines the quality and amount of the available content. We aim to extend our understanding of this phenomenon by studying the relationship between the level of competition and user activity. We argue that a platform's competitive position influences user behavior through two mechanisms: First, a more dominant position entails more favorable beliefs, leading to increased activity at the extensive margin, i.e. a higher number of users. Second, the level of competition affects the non-pecuniary benefits users can derive, impacting their activity at the intensive margin, i.e. how much and how frequently each contributes. We study these dynamics in the context of two competing game wiki platforms and exploit content updates as

Author: **Daniel F. Spulber**; Northwestern Kellogg School of Management

We develop and estimate a model of firm-to-firm matching in the market for technology between technology providers and adopters. The model provides a framework for identifying business stealing and business creation in the market for technology from the effect of technological proximity and market proximity on transaction outcomes. We create a dataset that tracks interactions in the market for technology across a broad range of exchange modes between publicly held US companies with at least one patent in the USPTO. Estimates of the matching equation imply that the probability of a match between firms is increasing with respect to technological and market proximity, and decreasing with respect to the interaction of the two. Combined with the identification framework, this sign combination implies that both business creation and business stealing exist. Our framework reveals substantial heterogeneity in the relevance of business stealing in transactions across industries, technological fields, firm size, time periods and modes of exchange. We offer recommendations for managers of companies that are either technology providers or adopters.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

a source of exogenous variation in a quasi-experimental research design. We find that a more dominant position is associated with a higher level of user activity in aggregate, which is primarily driven by the extensive margin of content creation. In addition, this entails higher social benefits, leading to increased activity at the intensive margin. Lastly, we find evidence that a higher competition intensity can act as a motivating factor in itself.

[view paper \(if available\)](#)

Building Strategic Advantages for Internationalization of Mobile Apps

Author: **Liang Chen**; U. of Melbourne

Author: **Noman Ahmed Shaheer Siddiqui**; U. of Sydney Business School

We extend current technology and innovation research in the burgeoning app economy by identifying novel positional advantages to accelerate app internationalization. While current research recommends traditional firms to build unique competitive positions based on low cost or differentiation, such strategic positions may not be relevant in an app economy where apps are usually offered for free through freemium models and even highly differentiated apps can be easily copied by imitators. We move beyond traditional strategic advantages to propose that app developers can build distinct positions for their apps by either building large user bases or delivering high user satisfaction. By tracking app internationalization across countries, we find that apps cultivating large user bases are generally slow in international penetrations but penetrate faster in countries characterized by higher network readiness. On the contrary, apps delivering high user satisfaction quickly penetrate new countries. Our study encourages researchers to advance current literature by incorporating the unique dimensions of the modern app economy while also helping app developers explore novel strategic choices to facilitate app internationalization.

[view paper \(if available\)](#)

Asynchronous

TIM
STR
OMT

Ecosystems: New Structures and Organizational Considerations (session 899)

Firms benefit by leveraging capabilities and complementarities of others, especially as they increasingly collaborate as conveners and members of business ecosystems. Scholars have used biological ecosystems as an analogy to explore interorganizational relationships for decades, yet the prevalence and increasing importance of business ecosystems across industries has sparked a burgeoning research focus in this area. In this panel symposium, we gather five scholars engaged in ecosystem-related research exploring new structures and organizational considerations from multiple disciplines and methodological domains. The five diverse yet related perspectives consider difficulties and opportunities presented by strategies where organizations interact in ecosystem structures. Though much is understood about ecosystem structures, a wealth of new research is uncovering new variants and introducing new debates that the panel will explore through a moderated, formal, interactive discussion. Discussion topics will include: 1) the nature of new ecosystem forms such as networks of ecosystems, 2) coordination structures in ecosystems, 3) international ecosystems, 4) learning to cooperate in ecosystem structures, and 4) the role of government in innovation ecosystems. By discussing these topics together (actively including symposium participants), we can examine these phenomena through an integrated approach and identify new directions for research.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

TIM

Society & Technology: Public Innovation and Business Practices (session 897)

On the Right Tract: How Location and Certification Affect Venture Performance in Distressed Areas

Author: **Amol M. Joshi**; Wake Forest U.

Author: **Lauren Lanahan**; U. of Oregon

Author: **Ouafaa Hmaddi**; U. of Oregon

Although one in six Americans lives in an economically distressed urban or rural area, little is known about the potential competitive advantages for small businesses located in these tracts. This is especially relevant for high-tech ventures that may be catalysts for community revitalization. We investigate how a high-tech venture's neighborhood level location and certification choices in economically distressed areas affect its contracting performance. Utilizing a unique nationwide sample of firms with place-based government procurement certification carefully matched to comparable uncertified firms, we conduct a counterfactual analysis. We find empirical evidence that place-based certification yields firms a 7.8 percent higher probability of securing contracts and \$192,000 in additional revenue. Certification enhances pricing power without reducing competitive intensity among suppliers. We discuss scholarly, managerial, and policy implications.

[view paper \(if available\)](#)

How Do Small Businesses Utilize Public R&D Funding to Grow? Evidence from the SBIR/STTR Program

Author: **Lauren Lanahan**; U. of Oregon

Author: **Amol M. Joshi**; Wake Forest U.

Author: **Evan Johnson**; U. of North Carolina, Chapel Hill

Public R&D provides a critical resource for ventures to innovate. However, scholars have not sufficiently investigated how these firms strategically manage

R&D between hiring internally or partnering externally as they pursue growth plans. We trace first-time U.S. Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) recipients from the five leading federal mission agencies (2001 – 2015). We set up a research design that leverages exogenous variation in R&D using state SBIR/STTR matching programs. We find evidence that additional public R&D grants decrease, rather than increase, direct employment among small high-tech ventures. Our results indicate a strategic choice whereby ventures substitute away from direct hiring toward external partnering. These results highlight tensions for ventures as they balance competing expectations of public R&D programs to advance economic growth and stimulate innovation.

[view paper \(if available\)](#)

Designing Knowledge Ecosystems Through Social, Mental, Material, and Moral Ecologies

Author: **Susanne Ollila**; Chalmers U. of Technology

Author: **Anna Yström**; Linköping U.

Knowledge ecosystems, where universities, public research institutions, and for-profit firms collaborate to develop new knowledge in a pre-competitive setting, have become increasingly important to address complex, societal challenges requiring creating, combining, and recombining knowledge. Still, additional insights concerning the emergence and evolution of ecosystems are needed to understand if and how knowledge ecosystems can be designed. Based on a longitudinal study of a knowledge ecosystem, this paper explores how four ecologies; social, mental, material and moral, emerging from social interaction are influencing the emergence and evolution of the ecosystem. The findings enhance our understanding of the microfoundations of ecosystems, not only through in-depth knowledge about the dynamic and emergent organization of a knowledge ecosystem and the ecologies that constitute it, but also of the collaborative work that takes place to continuously regenerate it.

[view paper \(if available\)](#)

Exploration of the Self-Perceived University Spinoff Competence Types: Topic Modeling Application

Author: **Igors Skute**; U. of Twente

Author: **Isabella Hatak**; U. of St. Gallen

Author: **Kasia Zalewska-kurek**; U. of Twente

University spin-offs (USOs) have been the subject of considerable interest in the literature and practice. This stems from their importance in addressing entrepreneurial opportunities and enriching universities, the business landscape and societies. Nevertheless, an important issue remains and that is to understand the heterogeneity of USOs. In this article, we argue that an analysis of grant proposals using topic modeling can remedy this weakness for USOs, and how a focus on self-perceived competences brings into focus important development issues that are neglected in prior research. Employing established unsupervised machine learning technique on 108 USO grant proposals, we develop a typology of USOs based on their self-perceived first-order technological and second-order R&D competences, and their first-order customer and second-order marketing competences. Our analysis suggests eight types of USOs. The findings have a number of implications for research and practice, enabling to identify USO types and relate them to entrepreneurial processes and expected outcomes in academic entrepreneurship as well as supporting policy makers' target-oriented design of funding instruments for academic entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

University Research: Collaboration with Scientists (session 898)

University Exclusive Versus Non-Exclusive Licenses: How Does university Prestige Matter?

Author: **Huijun Shen**; School of management,

ENT

Angels, Venture Capital, and Finance 2 (session 841)

Who Will Stay When Crisis Strikes? VC Projected Event Schemas on Ventures in Crisis

Author: **Miranda Welbourne Eleazar**; UT Dallas

Zhejiang U.

Author: **Can Huang**; Zhejiang U.

This study investigates the organizational antecedents of the exclusivity of university licenses. We specifically posit that university prestige affects both the university's ability to conduct nonexclusive licenses and the firm's incentives for obtaining an exclusive license, thus determines the exclusivity of university licenses by shaping the joint willingness of the university and the licensee firm to license exclusively. We also examine the moderating effects of prior collaboration and geographic proximity between the university and the licensee firm. A dataset of 6,657 licensed patents owned by 118 representative Chinese universities is used to test the hypotheses. It is found that an inverted U-shaped relationship exists between university prestige and the likelihood of occurrence of exclusive license. Patents owned by universities with a relatively moderate level of prestige are more likely to be licensed exclusively than those owned by universities with a relatively high or low level of prestige. Moreover, the moderating effect of prior collaboration is supported. The turning point of the inverted U-curve shifts rightwards when the university and licensee firm established a collaborative relationship before the license. Developing a balanced framework which considers both the supply side and demand side, this study provides a deeper understanding of the resolution of the exclusive provision of university licensing contracts.

[view paper \(if available\)](#)

Monopoly Spotting: The Management of Openness in University-Industry Research Collaborations

Author: **Haakon Thue Lie**; Norwegian U. of Science and Technology

Author: **Knut Jørgen Egelie**; NTNU

Author: **Roger Sørheim**; NTNU School of Entrepreneurship

Industry and universities engage in collaborative research often without a clear understanding of how open the research results should be. The contractual terms of the research project document agreed on openness. The terms also decide if access

Author: **Haemin Dennis Park**; U. of Texas at Dallas

We explore how organizational cognition based on knowledge structures or schemas determines how organizations respond to adverse events that they encounter in their partners. Specifically, we develop the concept of a projected event schema to study how organizations make decisions related to crises affecting their partners. We theorize that in order to make decisions as to a partner's crisis event, the focal organization will project its event schema onto the partner. That projected event schema includes the focal organization's general experience, specific experience with the partner, and experience with similar crises. We test this concept through a study of how venture capitalists (VCs) project their event schemas on entrepreneurial ventures experiencing a lawsuit in the VCs' decision whether to continue to invest in the ventures. The context is particularly relevant given the limited resources that entrepreneurial ventures have and the advice, legitimacy, and financial resources that VCs provide to those ventures, especially when the ventures face a crisis. In our empirical study incorporating 528 VC investment decisions, we find support for VCs' projected event schemas on ventures involved in lawsuits. Our work contributes to the literature on cognition, entrepreneurship, and crisis management.

[view paper \(if available\)](#)

Dispersion of Entrepreneurs' Power and Venture Performance After Initial VC Investment

Author: **Manuel Hess**; U. of St. Gallen

Author: **Charlotta Agneta Siren**; U. of Queensland

Author: **Joakim Wincent**; Luleå U. of Technology

Author: **Dietmar Grichnik**; U. of St. Gallen

Previous research has debated the consequences of venture capital (VC) entry into ventures. Building on the power literature, this study uses a two-stage model that, first, develops and tests how initial VC investment reduces entrepreneurs' power structures in new venture boards, and, second, explores how such power dispersion affects venture performance through the mediating role of financial slack resources. We develop the argument that financial slack is the core element indicating how

through licensing will be exclusive to a few, or available for the many in open innovation. However, collaborative research agreements are complicated with entangled terms. We applied a novel method for analysing such agreements on 484 publicly sponsored projects in different industries. Placing the projects in the method's two-by-two matrix, we found that around 20 per cent of the projects, across all industries, have agreements that allow knowledge monopolies to form. We find a positive association between the openness of the research results and the projects that are climate and transport-related. For organisations, research managers and policymakers, the method can be used on a single project or a portfolio of collaborative projects to better align with research policy.

view paper (if available)

May the Force Be with Them: Exploring Strategies to Overcome Challenges of Co-Created Citizen Science

Author: **Julia Suess-Reyes**; Ludwig Boltzmann Gesellschaft

Author: **Katie Hyslop**; Ludwig Boltzmann Gesellschaft

Author: **Susanne Beck**; Ludwig Boltzmann Gesellschaft & Copenhagen Business School

Author: **Marion Kristin Poetz**; Copenhagen Business School

Author: **Tanja Krasnikov**; Copenhagen Business School

Author: **Alissa Prinsloo**; Copenhagen Business School

Crowd and citizen science projects have been on the rise for more than 20 years, involving citizens in a diversity of scientific projects. While this seems to address the policy-makers' call for more public engagement, most citizens' contributions remain limited to low-complexity tasks with minimal decision rights such as data collection, processing or analysis (i.e., they are contributory). Collaborative and co-created projects that leverage citizens' knowledge at eye level, however, are in the minority, which might be related to specific challenges these projects face (e.g., higher coordination costs and task complexity). Hence, these projects require

entrepreneurs' resource discretion changes in VC-funded firms. Our results show that initial VC investment decreases entrepreneurs' discretion and their power over financial slack resources, which in turn has a negative effect on performance. Our analysis informs our understanding of how venture capitalists introduce governance mechanisms and how these mechanisms can have deleterious effects on venture performance. We discuss our contributions to the larger theoretical discussions about the effects of changing entrepreneurs' structural power and the determinantal implications of venture capitalists' standard governance mechanisms on venture performance.

view paper (if available)

How Institutional Logics Affect the Continuance of the Investor- Entrepreneur Relationship

Author: **Yingzhao Xiao**; Tianjin U.

Author: **Kevin Au**; Chinese U. of Hong Kong

How to ensure continuance of the investor-entrepreneur relationship in post-investment is of central interest for both academics and practitioners. To address this question, prior studies focus either on investors, leveraging instrumental mechanisms such as contracts to design their sequential investments, or on entrepreneurs, highlighting the importance of reducing their incentives to leave. These studies, however, have paid less attention to the dynamics of the investor-entrepreneur dual after the investment was made. Departing from existing studies and drawing upon the institutional logics perspective, this study offers an alternative framework of investor-entrepreneur relationship continuance. It suggests that similarity in institutional logics facilitates interactions between investors and entrepreneurs, and logic similarity can in turn influence their relationship development. Further, it posits that the interaction foundation provided by logic similarity is triggered by situated factors of investor's motivation and entrepreneur's expertise. Empirical analyses of 2,052 deals made by 1,032 investors in 382 portfolio firms during the period 2000-2018 in the high-tech industries in China provide general support for these arguments.

view paper (if available)

additional attention from project coordinators and citizens. This paper explores specific challenges to co-created citizen science projects and proposes facilitating strategies for overcoming them based on ten case studies across different scientific fields. Our findings are summarized in propositions and depicted in a conceptual model highlighting the significance of the citizen scientists' and project coordinators' skills and attitudes, project-related, as well as contextual factors for successful co-creation. The propositions present a roadmap for future empirical research on citizen science and hold meaningful practical implications for scholars and policy makers interested in exploring the role of citizen science beyond providing inputs to data collection and/or analysis.

[view paper \(if available\)](#)

The Effect of Public Knowledge Transfer Programs on Scientific Production

Author: **Paul Huenermund**; Maastricht U.

Author: **Cindy Lopes-Bento**; Maastricht U., School of Business & Economics

Author: **Maikel Pellens**; UGent

We quantify the impact of publicly funded science-industry co-development programs on the production of science. These programs encourage firms to co-develop innovation projects alongside scientists, combining attributes from competitive funding programs and science commercialisation programs. Whereas traditional commercialisation programs only require scientists to reallocate efforts after a discovery is made, these programs already require such shifts in the research stage. We investigate the impact of one such program, Eurostars, on the quantity, quality, and direction of the research performed by involved scientists. To identify the causal effect of being granted funding, we make use of external variation in funding decisions driven by restrictions in Eurostar's funding allocation rules. We find generally positive results. After receiving funding, scientists in the Eurostars programme produce similar amounts of scientific outputs, but at higher quality. Shifts in scientist's research topics, as documented by the introduction of new keywords and text-based similarity measures, remain small. These effects seem to be

Shaping the Future: The Impact of Executive Roles on Transforming (ICO) Funding Success into Growth

Author: **Vanessa Rexin**; WIN Lehrstuhl RWTH Aachen

Author: **Steffen Strese**; TU Dortmund U.

Author: **Malte Brettel**; RWTH Aachen U.

Getting the necessary funding for innovative business ideas is one of the biggest challenges for young companies (Gompers and Lerner 2004). The possibility of obtaining financing quickly and easily via ICOs has simplified this hurdle for many young companies, especially in the hype year 2017. Thus, the new main challenge for ICO ventures is grow after initial funding. This paper aims to provide a new method to evaluate early-stage ICO ventures after funding. Based on the core assumption of top management team (TMT) literature that the structural decision to have occupied a functional role in top management team influences organizational outcome (Hambrick and Cannella 2004; Nath and Mahajan 2011), this paper analyses the relation between functional roles and early-stage ICO venture growth. Thus, we contribute to limited research in ICO literature after funding success. Furthermore, we extent the TMT literature and organizational theory to the field of ICOs. Our results support the thesis that ICOs face different challenges after funding and thus require different functions and tasks. How is funding success related to the subsequent successful establishment and growth of a company? What role and functions are required to transform the initial capital into growth and thus provide a basis for the long-term success of blockchain-based new companies?

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

driven by the more intense exchange between scientific and industrial partners: further analyses exclude pure resource or network effects as alternative explanations to these effects.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ENT

Economic Development 1: Entrepreneurship Policy (session 846)

Estate Taxes and Business Transfers Across the Globe: A Configurational Analysis (WITHDRAWN)

Author: Maximilian Groh; PhD Candidate, U. of St. Gallen

Author: Christine Scheef; U. of St. Gallen

Author: Thomas Markus Zellweger; U. of St. Gallen

Estate taxes on business inheritance are regularly the subject of controversial debates in business, politics and economics. However, a holistic understanding and systematic analysis of what shapes cross-national differences in estate taxes is missing. Using data from 54 countries, we present a comprehensive configurational analysis of socio-economic determinants of estate taxes. We reveal six distinct configurations of country-level entrepreneurial activity, business ownership, wealth inequality as well as cultural orientation towards individualism and the long term, which explain the presence of high or low estate taxes, and theorize around the institutional principles upon which societies draw to justify these estate taxes. Our analysis also highlights the importance of treating low and high estate taxes as separate outcomes since, for example, a country's entrepreneurial activity is less relevant than business ownership in configurations for high estate taxes, while the opposite is true for configurations for low estate taxes. Our study contributes a more nuanced understanding of the drivers of international variation in estate taxes and the particular role of entrepreneurs and business owners therein.

[view paper \(if available\)](#)

ENT

Empirical Insights on Entrepreneurial Process (session 837)

Different Roads Lead to Rome: A Behavioral Analysis of New Venture Ideation Strategies

Author: Zorica Zagorac-Uremovic; Swiss Federal Institute of Technology Zurich, ETH

Behavioral research on the origins of new ventures —i.e. ideas or opportunities—predominantly focus on unique entrepreneurial attributes, such as specific cognitive and creative abilities, or unique cognitive processes, suggesting that there is one best way to derive at new venture ideas. Although some scholars have highlighted the notion that there are different ways to identify valuable new venture ideas, surprisingly little is known about the micro-foundations of different, potential new venture ideation strategies. This qualitative study investigates how thirty-two start-up founders have generated their new venture ideas. Comparison of the new venture ideation processes shows, first, that four different strategies of new venture ideation exist. These strategies are characterized by a specific set of cognitive-behavioral patterns that are rooted in different information interpretation and information transformation styles. Second, the findings suggest that these cognitive-behavioral patterns co-evolve with idea triggers; conjointly shaping differences in new venture ideation. Third, the four new venture ideation strategies appear to fit to specific types and qualities of ideas. Building on previous works, I develop a theoretical framework to characterize the four different ideation strategies and by that, expand current thinking on the micro-foundations of new venture

**State-Administered Prices and Innovation:
Evidence from the Wheelchair Industry**

Author: Kurian George; Syracuse U.

Integrating insights from the product life cycle literature with research on the influence of regulations on innovation, we explore the uncharacteristic innovative behavior that emerges in a mature industry in the presence of administered prices. We suggest that the resulting loss in price flexibility reduces the relative importance of process innovations vis-à-vis product innovations as a competitive strategy. Using data on the US wheelchair industry, we test and find some support for our argument. Our results also show that this shift towards product innovations penalizes otherwise highly innovative entrants more than incumbents. This is because administered prices are normally coupled with product specification guidelines that limit the opportunities to make radical product innovations, in which entrants have a competitive edge.

view paper (if available)

Poverty Reduction Versus Wealth Creation: Income Pyramid and Financial Rewards of Entrepreneurship

Designated as a "Best Paper" for ENT
Author: Yiyi Su; Tongji U.

Drawing upon the literature of entrepreneurship and poverty reduction, we investigate how entrepreneurs' financial rewards vary with their economic position in the four-tier income pyramid in China (namely, the abjectly poor, the relatively poor, the middle class and the top of pyramid). We propose that neither lower nor upper tiers of the income pyramid guarantee entrepreneurial financial returns: such effects are moderated by entrepreneur type and regional marketization. Data from 4,946 individual-year observations from nine provincial regions in rural China across six data collection waves show that, whereas opportunity-based entrepreneurship is more beneficial for individuals from the upper tiers of income pyramid, necessity-based entrepreneurship works for the relatively poor. For the entrepreneurs from the top

ideation, suggesting more appreciation for individual and situational variability.

view paper (if available)

Invisible Defense Mechanism: Qualitative Research on Strategy of Entrepreneurs Swimming with Sharks

Author: Sachiko Hata; Kyoto U.

Author: Yasuo Sugiyama; Kyoto U.

This research explores how entrepreneurs deploy defense mechanisms when facing the potential misappropriation of their own resources by established corporate partner "sharks." The prior literature has examined legal and timing defenses, along with social defenses that utilize the network structure of investment relationships with power imbalances between young firms and large corporations. By conducting qualitative analysis based on 41 semi-structured interviews with entrepreneurs' firms, broader and more detailed defense strategies were identified, including seven (invisible) defense mechanisms, such as "control of competitive state," "resolution of information asymmetry," "capability of idea execution," and "choice of composition," which were not immediately identifiable as defense mechanisms.

view paper (if available)

Why Imitate? Towards an Understanding of Imitative Entrepreneurship in Constrained Environments (WITHDRAWN)

Author: Elco Van Burg; Vrije U. Amsterdam

Author: Jacob Vermeire; Ghent U.

In emerging economies, imitation is typically seen as a characteristic of necessity entrepreneurship, where the imitative-replicative character of these businesses is assumed to be driven by the fulfilment of basic needs, social obligations, limited human capital, and a form of fatalism. To shed light on the mechanisms that lead people to perceive and pursue such imitative opportunities, our study aims to extend existing theory on imitative entrepreneurship by conducting an inductive study,

of pyramid, a highly marketized region that facilitates market signaling and resource exchange is desirable. We discuss implications for theory and future research.

[view paper \(if available\)](#)

How Bricoleurs Go International: A European Study about the Moderating Role of Governmental Programs

Author: **Tobias Kollmann**; U. of Duisburg-Essen

Author: **Simon Hensellek**; U. of Duisburg-Essen

Author: **Philipp Benedikt Jung**; U. of Duisburg-Essen

Author: **Katharina De Cruppe**; U. of Duisburg-Essen

Author: **Karl Lucas Kleine-Stegemann**; U. of Duisburg-Essen

Research increasingly suggests that innovativeness and internationalization are two intertwined pathways to growth for entrepreneurial ventures. However, both ways are resource intensive and therefore challenging. This is why theory points to the emerging concept of entrepreneurial bricolage to explain how resourceful behaviour helps entrepreneurial ventures to thrive despite facing the challenges associated with growth. In another research stream, recent studies have investigated the effectiveness of governmental entrepreneurship support programs (GESPs) for growth. By using a unique dataset of 681 European entrepreneurial ventures, we emphasize a moderated-mediation model including entrepreneurial bricolage, product/service innovativeness, the degree of internationalization, and GESPs. Specifically, our results show that entrepreneurial bricolage is an important means for entrepreneurial ventures that are targeting foreign markets as it nurtures product/service innovativeness and thereby enhances a venture's degree of internationalization. Our findings emphasise that GESPs do not affect the link between bricolage and innovativeness but do influence how innovativeness translates into greater degrees of internationalization. Implications for both theory and practice are discussed.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

using rich data on 59 individuals who are pursuing entrepreneurship in rural South-Africa and an isolated town in Papua, Indonesia. Both settings have heavy constraints in terms of infrastructure, water, money, and safety. First, we describe the mechanisms underlying imitation and divergence in these contexts of scarcity, which are related to world-making, family embeddedness, and temporal focus. Second, we show how the dominant pattern of embedding with close family ties in interaction with a past or present focus leads to accepting constraints and fixating resources, resulting in mimicking rather than divergence. Third, we show that proposed factors such as human capital and institutional levers have an effect, but do not explain the patterned differences in our sample.

[view paper \(if available\)](#)

Innovativeness and Legitimacy in Equity Crowdfunding

Designated as a "Best Paper" for ENT

Author: **Kazem Mochkabadi**; U. of Wuppertal - Schumpeter School of Business and Economics

Author: **Simon Kleinert**; Maastricht U., School of Business & Economics

Author: **Diemo Urbig**; Brandenburg Technical U. Cottbus

Author: **Christine Katharina Volkmann**; U. of Wuppertal

In this study, we examine the link between new venture innovativeness and legitimacy. While legitimacy research often assumes that all new ventures suffer in the same way from the liability of newness, entrepreneurial ventures may differ substantially in their degree of innovativeness, introducing either highly new or relying on established technologies. We argue that radically innovative new ventures face severe liability of newness and therefore are less successful when raising early stage equity financing. Further, we argue that this negative effect should turn positive if the new ventures are able to showcase legitimacy. An observational and a complementary experimental study support our arguments. Surprisingly, for non-innovative or incremental innovative ventures establishing legitimacy seems to provide little gains. Keywords: New ventures;

ENT

Entrepreneurship and Culture (session 840)

Beyond Cultural Values: Innovating Through Entrepreneurial Learning

Author: **Tianjiao Xia**; U. of East Anglia

Author: **Xiaohui Liu**; Loughborough U.

It is widely acknowledged that cultural values either discourage or encourage firm innovation. Although both are collective embodiments of individual values and assets, little is known about the individual level mechanisms through which cultural values have more influence on the likelihood to innovate of some firms than others. We argue that entrepreneurial learning acts as an entrepreneurial firms' strategy to respond to institutional pressures arising from cultural values and formal regulations to engage in innovation activities. Our multi-level analysis of entrepreneurs and their firms from 20 countries between 2006 and 2011 suggests that entrepreneurial learning capacity is an important strategy and serves as a mediator through which entrepreneurs maximize the innovation related benefits of cultural values to their firms. Our findings also suggest that formal regulations strengthen the mediating effect of entrepreneurial learning capacity.

[view paper \(if available\)](#)

Cultural Roots of Entrepreneurship: Evidence from Second-Generation Immigrants

Author: **Johannes Kleinhempel**; Alliance Manchester Business School, U. of Manchester

Author: **Mariko Klasing**; U. of Groningen, Faculty of Economics and Business

Author: **Sjoerd Beugelsdijk**; Groningen U. (RuG)

legitimacy; innovation; crowdfunding

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Family Firm: Governance (session 839)

An Agency Theory Perspective of Active Versus Passive Family Involvement in Public Companies

Author: **Todd Alessandri**; Northeastern U.

Author: **Kimberly A. Eddleston**; Northeastern U.

Author: **Richard John Gentry**; U. of Mississippi

Author: **Clay Dibrell**; U. of Mississippi

Whether family involvement benefits or harms outside shareholders in publicly-traded firms continues to be debated. Recent research highlights the need to consider the different types of family involvement in understanding the nature of agency conflicts in family firms. In this research, we focus on the level of control over strategic and operational decisions as a driver of agency conflict. We suggest that active family involvement, which involves managing daily decision-making through family participation in top management positions, provides for greater potential agency conflicts, leading to a family firm discount. In contrast, passive family involvement through voting rights and monitoring from ownership and board membership will reduce potential agency conflicts, resulting in a family firm premium, due to greater alignment with outsider shareholders. Furthermore, we explore the moderating effects of industry munificence and strategic nonconformity with industry practices that may alter shareholder concerns of agency conflicts. We test our arguments on a sample of 318 publicly-traded family firms from the S&P 1500 over 15 years. We find that active family involvement through family TMT members is negatively associated with firm value. Passive family involvement is positively associated with firm value. Finally, we find partial support for the moderating effects of both industry munificence and strategic nonconformity. Our findings suggest support for family control over decision making as a driver of

Entrepreneurial activity varies substantially across countries. Although a large literature has argued that national entrepreneurial culture plays an important role in explaining the international variation in entrepreneurial activity, the existing empirical evidence is mixed and evidence for a causal effect of culture is lacking. We study the importance of culture for entrepreneurship by examining the self-employment choices of second-generation immigrants. We argue that entrepreneurship is influenced by deeply held intergenerationally transmitted values and that second-generation immigrants are more likely to become entrepreneurs if their parents stem from countries characterized by a strong entrepreneurial culture. Using a sample of 55030 second-generation immigrants from 40 countries of ancestry who were born in the United States, we find that entrepreneurial culture is transmitted intergenerationally and has a significant positive effect on the likelihood that individuals are entrepreneurs. Our results are robust to a number of alternative non-cultural explanations such as the potential relevance of differences in resource holdings, discrimination, and labor market frictions. Our analysis highlights the durability, portability, and intergenerational transmission of culture as well as the profound impact of culture on entrepreneurship.

[view paper \(if available\)](#)

The Interplay Among Cultural Leadership Ideals and Entrepreneurs' Socio-Cognitive Traits

Author: **Pedro Torres**; U. of Coimbra

Author: **Pedro Godinho**; U. of Coimbra

Author: **Mário Augusto**; U. of Coimbra

The consequences of culturally-endorsed implicit leadership theories have received scarce research attention. The present study aims to make a contribution to fill this research gap. While charismatic leadership is generally viewed positively, self-protective leadership is often viewed negatively. More recently self-protective leadership has been linked to higher levels of entrepreneurial behavior, but its effects remain unclear. This study advances knowledge about the role of cultural leadership ideals blending cultural implicit leadership theories

agency conflicts. However, when the industry and strategic context of the firm becomes more challenging, our findings appear to indicate active family involvement aligns with outside shareholders.

[view paper \(if available\)](#)

Examining Family Firm Succession from a Cultural Perspective: A Literature Review

Author: **Sara Davis**; Mississippi State U.

Author: **James J Chrisman**; Mississippi State U.

A source of heterogeneity in the family firm is the cultural environment in which the business was founded and operates. Because significant differences exist between cultures, research findings cannot necessarily be generalized to all contexts. As such, culture is impacting theoretical and empirical research decisions. To gain an appreciation of culture's impact on the family firm succession process, a cultural framework is used to systematically review 82 empirical articles on family firm succession. The elements of the family firm succession process that vary or remain constant across cultures are identified and future research directions are presented.

[view paper \(if available\)](#)

For Better or for Worse: The Influence of Non-Family Blockholders and Directors on Strategic Change

Author: **Zied Guedri**; UQAM U. of Quebec in Montreal, Canada

Author: **Asma Fattoum**; John Molson School of Business, Concordia U.

Author: **Celina Smith**; EMLYON Business School

Drawing on the impact of a major economy-wide shock we investigate the influence of non-family blockholders and non-family directors on strategic change in family firms. To date, research has focused primarily on strategic change in family firms during stable economic conditions or when it has been induced by firm-specific or industry-specific factors. Using a sample of 203 French listed firms caught up in the 2008 – 2009 financial crisis, we

with social cognitive theory. Using a sample of 33 countries that result from matching GEM and GLOBE datasets and employing a multi-level model, this study examines the interaction of country-level culturally-endorsed leadership theories with individual socio-cognitive traits in explaining differences in the levels of opportunity entrepreneurship across countries. The findings suggest that societies that endorse both charismatic and self-protective leadership ideas are more likely to have higher levels of opportunity entrepreneurship. The results show that these two culturally-endorsed leadership ideals increase the level of new venture creation. However, the results also show that the endorsement of self-protective leadership does not increase or decrease the effect of socio-cognitive traits, while the endorsement of charismatic leadership increases the positive effect of self-efficacy on entrepreneurial action and increases the negative impact of the fear of failure. These new insights have relevant implications for both researchers and policy-makers.

[view paper \(if available\)](#)

Trade Credit and SMEs: "It is All Down to Culture"

Author: **Andrea Moro**; Cranfield School of Management

Author: **Yacine Belghitar**; Cranfield School of Management

Author: **Cesario Mateus**; U. of Roehampton Business School

We examine the use of trade credit in Western Europe by relying on a sample of 182,296 small firms for the period 2003-2013. Building on information asymmetry theory, we explore how a country's culture can impact SMEs use of trade credit. We discover that countries' cultural norms play a key role in explaining trade credit differences in Europe. We find that in countries with high power distance, high individualism, high masculinity, and high uncertainty avoidance rely more on trade credit.

[view paper \(if available\)](#)

Asynchronous

found that (1) non-family blockholders' relative voting power and (2) non-family directors' board representation positively affect strategic change in family firm's response to crisis. This study contributes to the literature by attending to strategic change in non-munificent environments post-shock; it adds to work on multiple blockholder structures in family firms by highlighting how differential voting rights facilitates strategic change; and finally, it extends research on the role of non-family directors by examining their effects in disruptive contexts of economy wide-shocks.

[view paper \(if available\)](#)

Impact of Institutional Overlap on Family Firm Governance: An Institutional-Agency Perspective

Author: **Stone Han**; I-Shou U., Taiwan

Author: **Hsi Mei Chung**; I-Shou U., Taiwan

This study examines how institutional overlap of business and family influences the use of governance in family firms. Due to institutional overlap, family firms pursue business-centered economic (BCE) as well as family-centered noneconomic (FCNE) preferences. Drawing on actor-centered institutionalist framework and agency theory, we argue that owing to this overlap, formal family governance is needed to mitigate FCNE goal conflicts between family shareholders and family managers; and formal family governance and board of directors are complementary mechanisms. Based on a 26-country survey of 960 family firms, we find that the use of formal family governance is determined by the extent business decisions take FCNE goals into consideration, agency relations between family shareholders and family managers, and board characteristics (number and ratio of family board and board activeness). These findings lead us to conclude that formal family governance is actually a form of corporate governance mechanism. This study contributes to a social theory of agency and suggest a way for corporate governance literature to bridge macro vs. micro and economic vs. social divides.

[view paper \(if available\)](#)

ENT

Global 1 (session 838)**Early and Rapid Internationalization as Means of Entrepreneurial Experimentation and Learning**

Author: Hirokazu Kano; Oita U.

Early and rapidly internationalization is by nature a dynamic phenomenon. However, the extant literature on international entrepreneurship (IE) has less paid attention to the processual aspects of this phenomenon. In particular, little research has examined how early and rapidly internationalization is related to subsequent international expansion. We attempt to bridge this gap by drawing upon the judgment-based view of entrepreneurship. This paper proposes that early and rapidly internationalization can be understood as means of cross-border entrepreneurial experimentation and learning under genuine uncertainty. Through earlier initiation of commitments to foreign markets, entrepreneurs can quickly experiment with their judgments on novel cross-border combinations of resources and markets and thereby refine and extend their judgments along with the accumulation of experience, potentially facilitating subsequent expansion. We hypothesize that the choices of operation mode and foreign location have an effect on these entrepreneurial processes. The results of our longitudinal studies of 105 firms over an 18-year period (2000-2018) suggest that equity-based operation mode experience promotes the subsequent expansion of geographic scope rather than the extent of foreign operations. Furthermore, we found that experience in high-quality regulation host countries and host countries outside the home region positively moderate the relationship between experience and subsequent expansion.

view paper (if available)

A Real Options Reasoning Perspective on Uncertainty in Entrepreneurs' Internationalization

Asynchronous

ENT

Mental Health and Entrepreneurship 2 (session 845)**Fatal Attraction: A Meta-Analysis on the Dark Triad and Entrepreneurial Intention and Performance (WITHDRAWN)**

Author: Katie Ingram; Indiana U. - Kelley School of Business

Author: Jeffery S. McMullen; Indiana U., Bloomington

Author: Ernest O'Boyle; Indiana U.

Using meta-analytic techniques, relations among the Dark Triad of personality traits – Machiavellianism, narcissism, and psychopathy – and two entrepreneurial outcomes – intention and performance – are reviewed from 35 independent samples (N = 10,119). We find that Machiavellianism positively correlates with entrepreneurial intention ($rc = .17$) and negatively correlates with entrepreneurial performance ($rc = -0.22$), narcissism positively correlates with entrepreneurial intention ($rc = 0.21$) and entrepreneurial performance ($rc = 0.09$), and psychopathy positively correlates with entrepreneurial intention ($rc = 0.17$) and negatively correlates with entrepreneurial performance ($rc = -0.08$). Amid conflicting empirical results and theoretical viewpoints, we invoke the theory of planned behavior and Nietzsche's will to power philosophy to offer meaningful insights into how and why the Dark Triad of personality traits influences the initiation and performance of entrepreneurship.

view paper (if available)

The Effect of Entrepreneurs' Dark Triad on Opportunity Selection (WITHDRAWN)

Author: Xingye Liang; VU Amsterdam

Author: Dean Shepherd; U. of Notre Dame

Author: Michael Frese; Asia School of Business

Entrepreneurship tends to attract individuals who are dispositionally higher on dark personality

Decisions

Author: **Jiaju Yan**; Baylor U.

Author: **David W. Williams**; U. of Tennessee

Author: **Richard Hunt**; Virginia Tech

Uncertainty plays an essential role in both entrepreneurial and internationalization decision-making processes. International entrepreneurs often face greater levels and varieties of uncertainty when making foreign market entry decisions. Yet, existing Entrepreneurship and International Entrepreneurship (IE) literature lack theoretical explanations on the role of uncertainty in entrepreneurs' internationalization decision-making. Although both literatures treat uncertainty as precursor to entrepreneurial activities, in general they view uncertainty as the roadblock for substantial entrepreneurial commitment such as entrepreneurial internationalization. This does not adequately account for the fact that international entrepreneurs constantly face uncertainty and, thus, they often must embrace uncertainties rather than avoid or ignore them. By applying real options reasoning (ROR), we re-examine the role of uncertainty in entrepreneurs' internationalization decision making process and propose an uncertainty leveraging perspective. We employed a 2 by 2 randomized between and within-subjects mixed design experiment on a representative sample of 181 U.S. international entrepreneurs. The findings suggest that entrepreneurs mostly align their thinking with ROR to leverage changing level of uncertainty by strategically bundle level of investment commitment and local relations development. This work contributes to entrepreneurship literature on uncertainty, further unpacks the micro-foundations, and establish the boundary conditions of real options reasoning (ROR).

view paper (if available)

Understanding the Internationalization Process of Family Firms: A Multi-Case Study

Author: **Moritz Feninger**; Doctoral Candidate - WHU Otto Beisheim School of Management

Whereas family firm research is becoming increasingly mature, research on family firm

characteristics. However, existing studies have provided little insight into how dark personality characteristics manifest themselves in the entrepreneurial process. In this study, we investigate how entrepreneurs' dark triad—a composite of narcissism, Machiavellianism, and psychopathy—influences one of the first strategic choices in venture creation: what opportunity to pursue? We propose and find that in their decision making about pursuing a potential opportunity, entrepreneurs with higher levels of the dark triad place more emphasis on the financial gain and less emphasis on the environmental impact of a potential opportunity. Furthermore, we find that the negative relationship between entrepreneurs' dark triad and the emphasis on the environmental impact of a potential opportunity is mediated by a motive to extract value through venture creation.

view paper (if available)

The Role of Distinct ADHD Symptoms for Entrepreneurial Behavior

Author: **Jarno Stappers**; Ghent U.

Author: **Petra Andries**; Ghent U.

Recent academic work and popular press have been advocating that individuals with symptoms of Attention Deficit Hyperactivity Disorder (ADHD) may be particularly well equipped to conduct entrepreneurial activities. This study investigates the link between the two main symptoms of ADHD ? namely attention deficit and hyperactivity/impulsivity symptoms ? and entrepreneurial behavior. Integrating the person-environment fit literature and analysing a unique dataset of Flemish individuals, it demonstrates a positive link between hyperactivity/impulsivity symptoms and attention deficit symptoms on the one hand, and entrepreneurial intentions on the other hand. However, it also shows that, unlike hyperactivity/impulsivity symptoms, symptoms of inattentiveness hinder the transition of these intentions into actual entrepreneurial behavior. These results imply that the current discourse on ADHD in the entrepreneurship literature is overoptimistic and that a more careful interpretation is needed.

view paper (if available)

internationalization management processes and the influences of the family on their international orientation remains under-researched. This lack of research is surprising because insights on the international orientation and the behaviors of the family might help explain why some firms (operating in their global niche or not) follow international paths despite potential resource constraints, limited market knowledge, and an aversion to lose control over their firm. Therefore, we provide new insights on the internationalization of family firms based on a qualitative multi-case study. We find that despite the experienced market pressures to internationalize, a family's motivation, goals, and governance situationally deviates from the rather objective need to opt for a more global growth. First, the internationalization initiative undertaken follows a motivation resulting on emotions and a trust-based relationship with the respective responsible person that internationalizes, serving as the initiator. Second, the motivation to penetrate a new market resides on the pressures by loyal and long-standing customers. Third, the interviewed family firms all follow a product quality-based strategy, without including the market position within their goals. Thus, a firm with highest product quality standards seems to lead towards (niche) market leadership. Forth, despite the family firm constraints and limits, the firms do not possess a fully developed governance structure due to a lack of formulated quantitative and measurable goals.

[view paper \(if available\)](#)

Untangling the Nexus of International Entrepreneurial Orientation and SME International Performance

Author: **Alexis Catanzaro**; U. of Saint-Etienne
Author: **Waleed OMRI**; EDC Paris Business School, OCRE Laboratory, Courbevoie, France

This article extends knowledge of international entrepreneurial orientation (IEO) by examining IEO influence on of small- and medium- sized enterprises (SMEs). We enhance understanding of international performance of SMEs by taking into account the effect of IEO and each of its sub-dimensions, as well as the moderating role of the start of internationalization, i.e. early

Entrepreneurs' Mental Well-Being and Microfoundations of Ambidexterity in New Ventures

Author: **Davide Hahn**; U. of Bergamo

Author: **Tommaso Minola**; U. of Bergamo

Author: **Martina Battisti**; U. of Portsmouth

In this study, we investigate the individual origins of ambidexterity by focusing on how entrepreneurs' subjective vitality impacts on the new ventures' simultaneous engagement of both exploration and exploitation, and how this relationship is moderated by the context in which the entrepreneurs are embedded. To do so, we take advantage of a sample of 15,561 student entrepreneurs, defined as university students who run an entrepreneurial activity. Student entrepreneurs represent an appropriate setting for our study since they are socially embedded in two contexts, the family and the university, which offer resources and norms uniquely influencing entrepreneurial behaviors. Data are obtained from the GUESSS ('Global University Entrepreneurial Spirit Students' Survey') project. We find that subjective vitality is positively related to new ventures' ambidexterity and that such effect increases at higher levels of vitality. Moreover, at low levels of vitality, the positive association is amplified for student entrepreneurs whose parents are majority owners of a business; conversely, at high levels of vitality, the vitality-ambidexterity relationship is magnified by a favorable university climate towards entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

internationalization versus late internationalization. A sample of 221 internationalizing SMEs in France showed differentiated influences of IEO sub-dimensions on international performance of BGs and TRADs, while supporting a stronger impact on BGs. These findings give new insights about the importance of IEO in internationalization of SMEs.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Opportunity Recognition and Evaluation (ORE) 1 (session 844)

Opportunity Attitude: Moving Beyond Cognitive Evaluation of Entrepreneurial Opportunities

Author: **Binyam Zewde Alemayehu**; U. of Adelaide

Author: **Paul Steffens**; U. of Adelaide

Author: **Scott Gordon**; U. of Adelaide

Opportunity belief is a central concept in entrepreneurship, yet our understanding is incomplete due to the cognitive centric approach taken within the extant literature. We develop a new construct, opportunity attitude, which moves beyond cognition to include affect and conation. We present opportunity attitude as a dynamic, multicomponent construct that represents all the three aspects of mind. Thus, opportunity attitude is a congruence of opportunity evaluation across cognitive, affective and conative faculties. We claim that our conceptualisation provides a more complete account of the way in which entrepreneurs evaluate entrepreneurial opportunities and form an attitude towards entrepreneurial opportunities. We discuss how the components interact with each other in both the formation of and change in opportunity attitude over time. Mechanisms underlying these change processes are identified and discussed.

[view paper \(if available\)](#)

The Temporality of Opportunity Formation – The Role of Future Thinking

ENT

Serial Entrepreneurs, Portfolio Entrepreneurship, and Dynamics (session 843)

Portfolio Entrepreneurship: A Multilevel Review of the Literature

Author: **Tobias Kutzewski**; VU U. Amsterdam

Author: **Marc Bahlmann**; VU Amsterdam

Author: **Wouter Stam**; Vrije U. Amsterdam

The successful identification and exploitation of commercial activities in a market place is demanding and subject to several potential pitfalls. However, some entrepreneurs choose to do so effectively on even more than one premise simultaneously. Prior research found evidence that many entrepreneurs deploy portfolio activities (Westhead et al. 2003), and that new high-growth ventures frequently arise through portfolio activities of portfolio entrepreneurs (Rosa and Scott 1999a). Furthermore, those portfolio ventures are more likely than both nascent and serial entrepreneurs to report high levels of exporting activities (Robson et al. 2012a), and innovation (Robson et al. 2012b). As a consequence, we need to understand what enables portfolio entrepreneurship (henceforth PE) to succeed. The literature has shown that PE is characterized by unique challenges related to the founding, growth and management of multiple ventures simultaneously (Carter and Ram, 2003). Therefore, it is critical to integrate existing knowledge on these challenges and ways that PE reconcile these challenges. However, prior work has most often focused on contrasting PE with other

Author: **Gundula Lücke**; Uppsala U.

For almost two decades the concept of opportunity has been at the forefront of research on entrepreneurship and entrepreneurial processes. While a temporal orientation towards the future is innate to entrepreneurship as the realization of opportunities lies in the future, explicit consideration of the assumptions about the future and their implications on opportunity formation are underdeveloped. The purpose of this paper is, to place opportunities and their formation within a temporal framework and to explore the role of individual capacities for 'future thinking' for opportunity initiation and formation. We suggest that the existing insights into entrepreneurial processes of opportunity formation can be fruitfully complemented by considering the entrepreneur's mental activities of future thinking to balance the frequently past and present-oriented theoretical perspectives on opportunities with future-oriented processes. Specifically, drawing on the literature in management, philosophy, and cognitive- and neuroscience, we explore how different modes of future thinking facilitate the formation of discovered, created, or imagined opportunities and discuss the implications for the temporal understanding of opportunity initiation and formation processes such as their conception of the future and temporal flow.

[view paper \(if available\)](#)

Opportunity Evaluation Under Uncertainty: Psychological Capital as Impetus and Inertia

Author: **Chris Welter**; Miami U. Ohio
Author: **Alex Scrimshire**; Xavier U.

This paper aims to describe why entrepreneurs choose to act, and continue to do so, given the lack of information in uncertain contexts. We incorporate the concept of psychological capital to explain why entrepreneurs positively evaluate opportunities in both risky and uncertain contexts. Further, we describe how psychological capital can act as a double-edged sword by motivating initial actions and creating inertia toward an uncertain future. However, we posit that perspective-taking can act as a brake on that inertia enabling entrepreneurs to incorporate feedback from customers. We

forms of entrepreneurship (Westhead et al. 2003). What we need is a dedicated review of the PE field that provides an understanding of antecedents, mechanisms and outcomes across the multiple levels within portfolio entrepreneurship.

[view paper \(if available\)](#)

Sensation-Seeking and Workaholism: Implications for Serial Entrepreneurship

Designated as a "Best Paper" for ENT
Author: **Sharon Simmons**; U. of the Virgin Islands
Author: **Jon C. Carr**; North Carolina State U.
Author: **Dan K. Hsu**; North Dakota State U.

Some entrepreneurs are sensation seekers who get pleasure from their engagement of entrepreneurial activities. Other entrepreneurs are workaholics who are motivated to finish what they start but have low work enjoyment. Recent studies theorize that both groups may engage in excessive or compulsive entrepreneurial activities, irrespective of their prior performance or the success or failure feedback. This paper provides the first empirical tests of the direct effects of sensation seeking and workaholism and the moderating effects of performance feedback on serial entrepreneurship intentions. We conduct two studies. Study 1 is a randomized virtual experiment that uses a sample of 161 university students. Study 2 is a survey of 189 former entrepreneurs, who had sold, shut down, or discontinued a prior business. We found that sensation-seeking and workaholism positively predicts serial entrepreneurship intentions, independently of prior business performance. Additionally, the effects of sensation-seeking and workaholism were stronger for entrepreneurs with negative prior performance. Our study provides new insights into the neurological and psychological diversity of entrepreneurs and the implications for serial entrepreneurship.

[view paper \(if available\)](#)

Who Becomes a Serial Entrepreneur: A Multi-Dimensional Definition of Entrepreneurial Experience

Author: **Xian Cao**; Ball State U.

contribute to existing literature on opportunity evaluation by incorporating psychological capital to explain potential systematic differences between entrepreneurs and non-entrepreneurs depending on the context in which they evaluate opportunities. We also contribute to literature on psychological capital by describing its potential downside.

[view paper \(if available\)](#)

External Change And New Venture Creation

Designated as a "Best Paper" for ENT

Author: **Jiyoung Kim**; Jonkoping International Business School

Author: **Per Davidsson**; Queensland U. of Technology

This paper offers an integrative review of currently scattered research on how agent-independent changes to the technological, regulatory, demographic, socio-cultural and natural environments enable new venture creation. We believe it important and timely to highlight this literature's approach to incorporating the role of external factors in order to balance out and leverage the otherwise dominant agent-focus in entrepreneurship research. We generate order by integrating dispersed literatures under a unified terminology and develop an improved platform for future research that can advance research on the how environmental changes are used in venture-level strategic action throughout the venture creation process.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

Author: **Frederic Delmar**; EMLYON Business School

We argue that the matching model, which suggests individuals self-select themselves into a career in which they have relative advantages, may explain serial entrepreneurship. To test this theoretical argument, we propose to investigate the qualitative differences of prior entrepreneurial experience. In particular, we believe that prior entrepreneurial experience can be decomposed into three dimensions: (1) venture success experience (i.e., the extent to which an individuals' previous venture was financially successful), (2) venture managerial experience (i.e., managerial expertise individuals have developed through leadership experience in their previous entrepreneurial spell) and (3) venture industry experience (i.e., venture industry expertise individuals have developed specific to the target industry in their previous entrepreneurial spell). While some experience dimensions are more transferrable to wage employment (i.e., venture industry experience), leading to higher financial payoffs, some are more specific and useful in entrepreneurship (i.e., venture success experience and venture managerial experience). Individuals with more transferable experience may prefer to become wage-employed, but those with more specific experience may self-select to return to entrepreneurship. Testing from the sample of 16,888 entrepreneurs who were at risk of making a career choice between serial entrepreneurship or wage employment partially confirms this conjecture. Our study then provides a fine-grained view for the motivation of serial entrepreneurship.

[view paper \(if available\)](#)

Reconciling Static and Dynamic Theories of Entrepreneurship

Author: **Pourya Darnihamedani**; Utrecht U.

Author: **Haibo Zhou**; U. of Nottingham, China

Author: **Andre' Van Stel**; Trinity College Dublin; Kozminski U.

We argue that the general understanding of the role of entrepreneurship in modern economies is hampered by the existence of various influential theories of entrepreneurship which are inconsistent with each other. In the present paper we attempt to

ENT

Small-Medium Enterprises (SME) 2 (session 842)

Ethical Leadership and Ambidexterity in New Ventures: Examining the CEO-TMT Interface

Author: **Yan Ling**; Oakland U.

Author: **Michelle Hammond**; Oakland U.

Author: **Liqun Wei**; Hong Kong Baptist U.

To enrich the knowledge of CEO ethical leadership and its influence on firm-level outcomes, we take technology-based new ventures as the research context and theorize through the lens of CEO-TMT interface whether and how founder-CEOs' ethical leadership influences new ventures' ambidexterity. We argue that founder-CEOs' ethical leadership can enhance new ventures' ambidexterity through promoting new venture team members' advice-seeking behavior and team satisfaction. Data from a multi-source and time-lagged survey of founder-CEOs and new venture team members in 81 technology-based new ventures supported our predictions. We discuss the theoretical and practical implications of our study to the extant research.

reconcile two seminal economic theories of entrepreneurship: the static Lucas (1978) model, which predicts that the share of entrepreneurs in an economy depends on the distribution of entrepreneurial ability in the labor force, and the dynamic Jovanovic (1982) model, which predicts that over time, efficient firms grow and survive whereas inefficient firms decline and fail. We reconcile these two theories by relaxing some of the assumptions of the Lucas (1978) model, and assuming sequential stages of the entrepreneurial process. Our theory development leads to a number of hypotheses which we empirically test and confirm using a multi-country data base. We are thus able to reconcile both theories which greatly improves our understanding of how entrepreneurial economies function.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Women's Entrepreneurship and the United Nations Sustainable Development Goals (session 847)

Entrepreneurship is applauded globally by governments and international agencies including the United Nations (UN) as a potential solution for a multitude of global challenges addressed within the UN's 17 sustainable development goals (SDGs). Entrepreneurship is upheld as a significant pathway for reducing unemployment and achieving sustainable development and prosperity, and is seen as a potential transformational driver of achieving the SDGs crafted by the UN in 2015, and envisioned to be achieved by 2030. However, their achievement remains a rocky road where most goals will not be met by the 2030 deadline. Largely ignored by policy makers, women's entrepreneurship can be a means to maximizing and accelerating the achievement of the UN SDGs to benefit individual entrepreneurs and their communities. The proposed panel symposium brings together engaged leading scholars focusing upon women's entrepreneurship from diverse perspectives and contexts, to discuss how women's

[view paper \(if available\)](#)

Connecting Uncertainty, Hybrid Entrepreneurship, and Performance Through Real Options Reasoning

Author: **Lauren Atkinson Zettel**; U. of Louisville

Author: **Mikael Samuelsson**; U. of Cape Town
Graduate School of Business

Author: **James Fiet**; U. of Louisville

Recent theoretical work has suggested that hybrid entrepreneurship may be an effective strategy for managing uncertainty because it embodies the use of real options reasoning. This research project utilizes principles of real options reasoning to develop and test hypotheses related to the antecedents and outcomes of hybrid entrepreneurship. As evidenced by the curvilinear relationship between uncertainty and the likelihood of hybrid entry into entrepreneurship, our results show that entrepreneurs appear to employ some form of real options logic in decision-making, as it relates to managing uncertainty. Furthermore, although those who start as hybrid entrepreneurs maintain involvement with their ventures longer than do those who enter self-employment on a full-time basis, the sales of the ventures of hybrid entrepreneurs grow more slowly. Perhaps the primary insight is that the use of real options logic under conditions of uncertainty necessitates adopting a long-term perspective by entrepreneurs, policy-makers, and potential resource providers. Aligning the perspectives of these three groups may help hybrid entrepreneurs to be more successful over time.

[view paper \(if available\)](#)

Entrepreneurial and Knowledge-Based Performance of SMEs: A Cross Country Mixed Methods Study

Author: **Carla Curado**; ISEG (Lisbon School of Economics & Management), U. de Lisboa

Author: **Nuno Fernandes Crespo**; ISEG (Lisbon School of Economics & Management), U. de Lisboa

Author: **Mírian Oliveira**; ISEG/ULisboa

Author: **Cátia Crespo**; Polytechnic Institute of Leiria,

entrepreneurship contributes to the advancement of the realization of the UN SDGs.

Asynchronous

ASYNCHRONOUS

SYMPOSIUM

DIVERSITY

INTERNATIONAL

PRACTICE

RESEARCH

THEME

Portugal

While taking the knowledge-based view of the firm (KBV) as the theoretical background, this study examines the way two intellectual capital dimensions (entrepreneurial capital and external relational capital) interact with two knowledge management processes, namely knowledge sharing and absorptive capacity, leading to organizational performance. With the purpose of enriching the robustness of conclusions and contributions, we applied a mixed methods approach by using sequentially a quantitative method (PLS-SEM) and a qualitative method (fsQCA). Additionally we used data from SMEs in two different countries, an emergent country and a Western Europe country, Brazil and Portugal, respectively. The study uses a sample of 314 SMEs. The results show that both dimensions of intellectual capital are interrelated with knowledge sharing and absorptive capacity. Furthermore, there is evidence of a positive relationship between knowledge sharing and absorptive capacity. Coherent results between the qualitative and quantitative approaches identify entrepreneurial posture and absorptive capacity as antecedents of organizational performance. Despite the environmental differences between the SMEs of each country, there are similar results regarding the net effects and main determinants of organizational performance. Such findings suggest a uniform phenomenon across the two countries.

[view paper \(if available\)](#)

The Influence of Perceived Investment in Employee Development on Employee Entrepreneurship

Author: **Qingyan Ye**; Zhejiang GongShang U.

Author: **Zhu Yue**; Zhejiang GongShang U.

Author: **Chang Li**; Zhejiang GongShang U.

Author: **Weize Huang**; School of management, Zhejiang U.

Author: **Yongyue Wang**; Zhejiang GongShang U.

Author: **Jiangpei Xie**; Zhejiang GongShang U.

Author: **Yanghua Jin**; Zhejiang GongShang U.

Over the last decade, employee entrepreneurship has been an emerging area of investigation within the strategic management literature. However, due

to the long fragmentation of the literature on strategic human resource management and entrepreneurship, no coherent theoretical framework has been developed to help us fully understand how an employee in an established organization progresses towards starting a new venture. Drawing on the knowledge spillover theory of entrepreneurship, this study addresses this research gap by investigating whether, how and when perceived investment in employee development is associated with employee entrepreneurship. The findings of two empirical studies reveal that perceived investment in employee development has a positive impact on employee entrepreneurship through the mechanism of employee creativity, and these relationships are regulated by perceptions of the institutional environment for entrepreneurship and the corporate entrepreneurial environment as well as the interaction between the institutional environment for entrepreneurship and the corporate entrepreneurial environment. In doing so, this study suggests a departure from the traditional mindset implied in prior human resource management practices-employee turnover literature and affords new and refined insights on the antecedents of employee entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Angels, Venture Capital, and Finance 1 (session 263)

Founder Gender and Investor Pitch Assessments: An fMRI Multivariate Pattern Analysis Investigation (WITHDRAWN)

Author: **Sebastiano Massaro**; Surrey Business School

Author: **Will Drover**; U. of Oklahoma

Author: **Moran Cerf**; Northwestern U.

We extend recent conversations on gender differences in entrepreneurship by examining investors' neural responses to pitches made by male versus female founders. We conduct an experiment that assigns a series of male and female entrepreneur pitches to prospective investors, while undergoing functional magnetic resonance imaging (fMRI) scanning to investigate differential neural activations. We find that investor's neural activity in the left posterior temporal fusiform cortex is significantly enhanced when presented with pitches from male versus female entrepreneurs. Moreover, using machine learning methods we can reliably decode the gender of the entrepreneur from both multivariate neural activation patterns of investors (71% accuracy) and investing interest (86% accuracy), thereby exposing a possible association between neural mechanisms and behavioral attitudes towards male entrepreneurs. Collectively, this paper is one of the first-known investigations that experimentally advances the neuroscience research agenda in entrepreneurship, uses multivariate pattern analysis as methodology, and sheds new light on the neural-based underpinnings of differential gender evaluations in entrepreneurship.

[view paper \(if available\)](#)

The Power of Expressed Humility: Investors' Reaction to Humble Entrepreneurs

Designated as a "Best Paper" for ENT

Author: **Laurent Vilanova**; U. Lyon 2 (Coactis)

Author: **Ivana Vitanova**; U. Lyon 2 (Coactis)

We propose a randomized experiment examining how an entrepreneur's expressed humility affects venture capitalists' willingness to support the venture. While high humility is often associated with effective leadership and constructive behavior, it may also inhibit entrepreneurial action and generative behavior. Our findings show that early-stage investors perceive that humble entrepreneurs have higher constructive qualities and are more compatible with investors than non-humble entrepreneurs. Expressed humility has an overall positive effect on investors' evaluations of the venture's likelihood of success and their willingness to support the venture. This study extends knowledge on which aspects of entrepreneurial personality favor resource acquisition in early-stage ventures and contributes to the growing literature on the role of leaders' humility in the formation of firm performance.

[view paper \(if available\)](#)

Investor Personality and Success in Venture Capital

Author: **Silja Spreng**; Technical U. of Munich

Author: **Reiner Braun**; Technical U. of Munich

Author: **Andranik Tumasjan**; Johannes Gutenberg-U. Mainz

Our study introduces venture capital (VC) investors' personality as a new perspective on investment performance. We assemble a sample of 911 VC investors with 8,258 investments and apply novel text analysis methods to assess investors' personality traits based on their Tweets. Drawing on interactionist perspectives of the personality– performance relationship, we develop and empirically test theory on the impact of VC investors' personality traits on investment success. We find that extraversion relates positively, while agreeableness and conscientiousness relate negatively, to the likelihood of a successful exit. By disentangling treatment and selection effects, we find that personality is primarily related to investors' ability to create more value for the venture post-investment rather than select higher quality ventures ex-ante.

[view paper \(if available\)](#)

Angels in the Crowd: The Role of Social Homophily and Peer Influence in Angel Investment

Author: **Fei Qin**; School of Management, U. of Bath

Author: **Tomasz Marek Mickiewicz**; Aston Business School

Author: **Saul Estrin**; London School of Economics

Business angels are financial providers, investing their own money into high-risk entrepreneurial assets, with a different set of motivations (more intrinsically motivated) and behaviours (more actively involved) from institutional investors. We offer a conceptualization of business angels as entrepreneurial decision-makers; individuals, whose actions are socially embedded. We investigate how the choice to engage as a business angel is affected by individual experience, the corresponding social experience of peer groups, and the interplay of the two. We test a multi-level model using a large dataset containing 1,287,997 individuals across 92 countries and 15 years. Our analysis reveals that meso-level peer influence has a significant effect on the likelihood that an individual becomes a business angel. It also acts to compensate for lack of individual entrepreneurial experience.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

AAT

Nevertheless She Persisted (session 264)

Women academics face challenging circumstances in their professional lives. Relative to their male colleagues, they can expect longer review times (Hengel, 2016), less credit for their research contributions when working in a team (Sarsons, 2017), biased evaluations of their teaching from students (Mengel, et al., 2017, Boring, et al., 2016), and cultures that are more likely to frame men through a professional lens and women through personal and physical lenses (Wu, 2017; Wolfers, 2017; Rivera, 2017). In the face of this rough terrain facing women in academia, it can be easy to lose sight of the institutionalized barriers to success as a woman academic and personalize negative experiences. Through this PDW, we offer a three- pronged approach to helping women academics and allies broaden their sight to develop and grow a feeling of community, support, and self- efficacy. This approach has proven effective in overcoming barriers that prevent clear understanding of bias in business schools: barriers of isolation, ignorance, shame, and silence. This PDW builds off the success of the past two years of “Nevertheless She Persisted” PDWs to bring focus on how we may broaden our sights to better meet the needs of women in the Academy.

Real-time Open

PDW (WORKSHOP)

DIVERSITY

THEME

LIVE - OPEN

CMS

SIM

TIM

Artificial Intelligence and Innovation Ethics (session 271)

This symposium examines key questions posed by teaching ethics to artificial intelligence for business settings. A general question is how to balance the benefits and risks of AI, which is a significant concern with technological change. That concern is made more severe by the large-scale implications of AI on human life, including our understanding of what it is to be a human being and what entities can be properly treated as right holders. More specifically, several topics arise in the intersection of AI and Ethics that this panel will address. Fairness in the use of AI for business: When AI is used at a large scale for business, there is always a concern that it may also lead to drastic and large scale discrimination against some groups of people. For example, deep-learning systems may deny mortgage loans to members of certain groups when others with comparable financial resources receive loans, and this may occur even if none of the training data indicate group membership. It is thus crucial to design tools that can monitor the AI's performance to continuously test for bias. A second crucial goal is to design methods to mitigate any such biases to the maximum extent possible. This research direction will involve both making fundamental contributions to AI and statistics in terms of developing these tools, and impactful use in business in many applications. A large ethics literature has carefully analyzed concepts of fairness, and this body of thought can be applied to AI. Many statistical measures of bias have been proposed, some of which are inconsistent with others. An ethical analysis can help evaluate whether measures have normative justification. Ethically grounded value alignment: Deep learning systems are frequently designed to reflect human values so as to avoid recommending decisions inconsistent with these values. Values are typically ascertained, however, in the much the same empirical way as facts and predictions - in this case, by analyzing large datasets that reflect human beliefs and preferences. Yet the AI community is

HR

CAR

GDO

Not Just a Number: New Frontiers in Research on the Role of Aging in Organizations (session 265)

The Role of Organizational Age Approach on Older Employees' Workplace Self-perceptions and Behavior

Seval Gündemir; U. of Amsterdam

Astrid Carlotta Homan; U. of Amsterdam

The Impact of Diversity Policy on Creating Age Diversity in Teams

Franciska Krings; U. of Lausanne

Oriana De Saint Priest; U. of Lausanne

Gendered Ageing: Examining Women's Embodied Experiences of Menopause in the UK Police Service

Joanne Duberley; U. of Birmingham

Carol Atkinson; Manchester Metropolitan U. Business School

Fiona Carmichael; Birmingham Business School

Intersectional Escape: Older Women Elude Agentive Prescriptions more than Older Men

Ashley E. Martin; Stanford Graduate School of Business

Michael North; New York U.

Katherine W. Phillips; Columbia U.

Real-time Presenter

THEME

DIVERSITY

INTERNATIONAL

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

coming to realize that a purely empirical approach can reflect biases and prejudices as well as acceptable moral values. There is no substitute for grounding value alignment in ethical principles that are independently derived, a manoeuvre that avoids the philosophically famous “naturalistic fallacy” of deriving ethical conclusions from purely factual premises. The deontological tradition in ethics provides the intellectual resources to develop rigorously defined and grounded principles that can be used to screen training sets or otherwise direct learning procedures. Human-Centered Explainable AI (XAI): Many industry experts have pointed out the critical need for human oriented explanation by AI systems. According to an IBM survey, about 60% of 5,000 executives were concerned “about being able to explain how AI is using data and making decisions.” However, the most successful algorithms in use today are not transparent. All of these models are fundamentally “black boxes” that include many layers of complex, typically nonlinear, transformations of inputs. It can be quite difficult for anyone to understand the algorithm’s output and/or why the model makes key predictions. Given these challenges, efforts to develop more interpretable, explainable, or intelligible algorithms comprise a key area of current research. The explainability of an algorithm plays a key role in detecting, enabling, and improving auditability, fairness, trust, and reliability. However, the definition of interpretability and desiderata of what makes a good explanation remain elusive and different researchers use different, often problem- or domain-specific, definitions. More alarmingly, this XAI research rarely involves systematic investigation of human responses with regard to a “What is a good explanation for machine learning output?” AI generates a variety of ethical questions at three interconnected levels. The first is the legal dimension: what laws should be enacted to govern AI? Should some particular aspect of AI be subject to legal regulation at all? Do we need to fashion specific legislation to address AI issues or rely on more general legal standards? The second is the social dimension, which raises questions about the social morality that should be cultivated concerning AI. What sort of culture will develop in response to AI? A third level is concerned with issues that arise for individuals and associations in their engagement with AI. That connects with corporations and

associations, which still need to exercise their own moral judgment.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

DIVERSITY

INTERNATIONAL

PRACTICE

RESEARCH

THEME

STR

ONE

SIM

Better Late Than Never: Business Schools and Climate Change Action (session 270)

Real-time Presenter

RESEARCH

THEME

INTERNATIONAL

PRACTICE

TEACHING

SYMPOSIUM

LIVE - PRESENTER

STR

TIM

The Interplay of Firm Strategy and Industry Lifecycle (session 272)

Architects and Bottlenecks: The Impact of Component and Complement Strategy on Firm Survival

Nathan Furr; INSEAD

Anna Szerb; INSEAD

Industry Emergence and Growth for Trickle-Sideways Innovation: Diffusion of Mobile Money Industry

Audra Wormald; Robert H. Smith School of Business, U. of Maryland

Inventing for Legitimacy: Evidence from the Commercial Drone Industry

Anavir Shermon; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

Mahka Moeen; U. of North Carolina, Chapel Hill

Profiting from Enabling Technologies?

Alfonso Gambardella; Bocconi U.

Elena Novelli; Cass Business School, City, U. of london

The Problems and Promise of Entrepreneurial Partnerships

John S. Chen; U. of Florida

Daniel Walter Efenbein; Washington U. in St. Louis

Hart E. Posen; U. of Wisconsin, Madison

Ming zhu Wang; Washington U. in St. Louis, Olin Business School

Real-time Open

SYMPOSIUM

RESEARCH

LIVE - OPEN

IAM

Conducting Management Research in Latin America: Why and What's in it for You? (session 267)

Real-time Open

INTERNATIONAL

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

10:00 EDT - 11:00 EDT

Monday, 10 August

MBR

Higher School of Economics (HSE)

Join the HSE leadership team for this opportunity to learn more about their university and open positions within their school.



MEETING

LIVE - OPEN

OCIS

OCIS Plenary Session (session 268)

Real-time Presenter

PLENARY SESSION

LIVE - PRESENTER

CMS

Dark Side Case Competition (session 266)

The session brings together four teaching cases for our traditional Dark Side Case competition, as well as one article dealing with organizational malfeasance that open various forms of engaging with the organizational Dark Side.

Dark Side Case: Elizabeth Holmes and the Rise and Fall of Theranos Inc.

Author: **Debapratim Purkayastha**; ICFAI Business School, IFHE, Hyderabad

Author: **Sanjib Dutta**; ICFAI Business School, IFHE, Hyderabad

Author: **Shubhanjali Chakravarty**; ICFAI Business School, Hyderabad

The case narrates the rise and fall of Theranos Inc. (Theranos), a US-based healthcare startup, founded by in 2003 by a 19-year-old Stanford dropout – Elizabeth Anne Holmes (Holmes). The company promised blood testing for medical investigations using just a finger prick of blood, making blood testing more accessible, affordable, and less painful. By 2014, Theranos was being regarded as a revolutionary healthcare unicorn of Silicon Valley, and enjoyed a market valuation of US\$9 billion. Holmes too attained a near iconic status, as she was widely feted as a woman leader and the youngest self-made female billionaire. This was before whistleblowers inside the company revealed alleged unethical and deceptive practices at Theranos. Holmes was accused of lying and faking test results as well as falsifying financials of the company. Faced with increased scrutiny from media and regulators, and lawsuits from investors, business partners and customers, Theranos became defunct in September 2018. Analysts wondered how Holmes had been able to pull off such a massive deception for more than ten years. It also raised critical questions: Is it a necessity for entrepreneurs to lie or stretch or twist the truth to gain legitimacy in order to acquire resources needed for firm survival and growth? Should startups be held to the same standards as we now hold the most mature public companies? Do

ODC

Looking at Change Through Work Studies (session 269)**Maze, Cloister, Silo, or Showcase? The Role of Collaborative Spaces in Collaborative Innovation (WITHDRAWN)**

Author: **Carlotta Cochis**; U. of Modena and Reggio Emilia

Author: **Paula Ungureanu**; U. of Modena and Reggio Emilia

Author: **Fabiola Bertolotti**; U. of Modena and Reggio Emilia

Author: **Elisa Mattarelli**; San Jose State U.

Author: **Anna Chiara Scapolan**; Dep. of Communication and Economics, U. of Modena and Reggio Emilia

Using the lens of boundary work, this study investigates the role of collaborative spaces as organizational support for two types of innovation: internal innovation through cross-functional teams and open innovation with external stakeholders. While innovation literatures have adopted a configurational approach to explain when participants' diversity of backgrounds and interests benefits or damages innovation outcomes, little is known about how differences are overcome to achieve collaboration for innovation. Moreover, since literatures on internal and external innovation have remained separate, we know little about the mechanisms and support tools that allow organizations to pursue both simultaneously. We conducted a qualitative study in an organization that set up a collaborative space for collaborative product development. Our findings describe collaborative spaces as tools for multiplex (i.e., simultaneous internal and external boundary management) in collaborative innovation-projects and highlight how expectations and experiences about such tools shape employees' ability to perform multiplex boundary work. We document an affording role of the collaborative space for expectations about hands-on collaborative innovation (i.e., laboratory), but also a set of collaboration constraints generated by discrepancies between expectations and actual

the alleged lies and actions by Holmes even qualify as legitimacy lie as she and her close confidante Ramesh Balwani have been indicted for “massive fraud”?

view paper (if available)

Dark Side Case: The Derailment - A Role-Playing Case of On- and Off- Duty Conduct(or)

Author: **Jim Grant**; Acadia U.

Stephanie Katelnikoff was conductor of a CP Rail freight train loaded with lentils and fly ash when it derailed. Less than one month later, she was terminated for breach of policy on reporting injuries related to the derailment and for talking to a reporter about the derailment. She was reinstated with back pay by an arbitrator only to be terminated again less than two years later. Her employer argued the dismissal was based on comments made about CP and photos on company property, both posted to social media. The case – which is disguised – and associated notes consider employment relations, human resource management, and gender issues in managing performance, misconduct, and discipline in a male-dominated workplace. The case can be used as a problem and decision-oriented role-playing exercise, a pair of linked decisions in which students must defend what they would do: dismiss, discipline, or nothing at all. The case can also be used to examine issues such as discrimination and gender from an evaluative perspective. It examines the workplace critically, as a site of inequality and gender discrimination, as well as of oppression and harassment. Students should find this case challenging in that making decisions and recommendations require them to balance the employer’s prerogative to determine the composition of its workforce with the creation of gender-inclusive workplaces and worker rights. This case is suitable for undergraduate, graduate, and executive education in employment relations, human resource management, business ethics, gender and diversity studies, and organizational behaviour.

view paper (if available)

collaboration experiences in the space (space as maze, cloister, silo and showcase).

view paper (if available)

Legitimacy Work in Organizations: Securing the Existence of a Novel Change Agency Unit

Winner of ODC Division Rupert F. Chisholm Best Theory-to-Practice Paper

Designated as a “Best Paper” for ODC

Author: **Alaric Bourgoin**; HEC Montreal

Author: **Alexis Laszczuk**; ESSCA School of Management

Author: **Ann Langley**; HEC Montreal

We report the results of a longitudinal case study depicting how a novel change agency unit justifies its existence in the politically adverse context of a major French administration. We explore how and with what effects this new unit engages in “legitimacy work” to establish its mission and secure its survival within the organization. Adopting a dynamic perspective focusing on how actions of legitimacy seekers and judgements of legitimacy granters play out over time, we offer a cyclical process model of legitimacy work. We identify a set of seven legitimacy work practices that the new unit engages in according to its interpretations of the challenges it faces. Our study develops insight on the legitimation process of an internal change agency unit by highlighting three “paradoxes of legitimacy work”: the self-promotion paradox, the outside-out paradox and the appropriation paradox.

view paper (if available)

Developing Work Passion Through the Culture of Play: Ethnographic Exploration

Author: **Ivana Milosevic**; College of Charleston

Author: **Karen Landay**; U. of Missouri - Kansas City

Performing one’s work with passion is challenging but a rewarding experience. How organizations may create contexts for development of work passion is, however, insufficiently understood. We conducted ethnography to understand how work passion emerges through the culture of play. Our findings

Dark Side Case: "Makeup Naive?"

Dark Side Case Award is sponsored by Sobey School of business

Author: **Caterina Bettin**; Saint Mary's U., Canada

Author: **Jean Helms Mills**; Saint Mary's U., Canada/
U. of Jyväskylä, Finland

The case is written from the perspective of a 16-year-old white middle class girl living in North America that makes makeup and, more broadly, the belonging to the online beauty community the centre of her meaning and identity construction. The trope of the teenage girl having strong conflicts with her mother is used throughout the case as a narrative device to present a series of ethically questionable practices relative to the beauty industry and to its increasing leaning on social media influencers or "beauty gurus" as means to create never-ending consumption needs. Broadly, the case surfaces questions of ethics in the marketplace and of the relationship between consumerism, ethics and identity works. More specifically, the case offers the possibility to discuss ethical topics such as the use of questionable promotional techniques (eg. deception, lack of transparency, exploitation of parasocial relationships, promotion targeted to teenagers etc.), the environmental impact of beauty products, consumerism, consumer sovereignty, ethical problems in the supply chain, power relationships between influencers and followers and power relationships between the beauty industry and influencers.

view paper (if available)

Dark Side Case: No Smoke without Fire? The Power Play Between Employee Autonomy and Employer Authority

Dark Side Case Award is sponsored by Sobey School of business

Author: **Riitta Liisa Viitala**; U. of Vaasa

Author: **Susanna Kultalahti**; U. of Vaasa

This case is the a story of a family-owned small- and medium-sized (SME) company "Steel Ltd", which was

suggest that culture of play forms as individuals embellish their work with elements of play through humor and role enactment (individual level) as well as though their participation in ceremonies and organizational stories (organizational level). In doing so, play acts as an integrative platform that connects individuals and instills them with the values of the collective that transforms individual experience of work from performing the work as a duty to performing the work with passion. Our overreaching contribution, thus, is a multilevel, culture embedded model of work passion.

view paper (if available)

Tapping on the Rumor Mill: Rumor and Gossip as a Resource in Post-Merger Integration

Author: **Kenneth Lim**; U. of Edinburgh

Author: **Thomas Stephen Calvard**; U. of Edinburgh

Author: **Ishbel McWha-Hermann**; U. of Edinburgh

Extant literature has portrayed a negative image of rumor and gossip. Particularly in situations of radical organizational change, such as Mergers and Acquisitions (M&As), rumor and gossip are often considered undesirable byproducts of organizations that ought to be systematically overcome. Despite recent calls from scholars to place more emphasis on the positive characteristics of rumor and gossip, these aspects have remained underdeveloped. This paper explores how rumors and gossip following a merger can be viewed as a resource affecting employees' reactions to and understanding of organizational change. We draw on the literature of mergers and acquisitions, organizational change and communication to analyze an in-depth case study of a recent merger between two professional services organizations in the United Kingdom. Through 27 interviews with affected employees, we examine how rumor and gossip help employees better deal with and respond to the uncertainty created by the merger. Our findings suggest three ways in which rumor and gossip act as a purposeful and productive resource: responding to shock, decoding information and synthesizing realities. This paper contributes to management literature by recognizing the positive virtues of rumor and gossip and extending knowledge of their roles as a resource during mergers and change. In ways

founded around 30 years ago and employs approximately 100 people. The new generation of management has concentrated on developing processes, technologies and productivity extensively in the company during the last decade. One of their missions has been to improve employees' productivity by pushing end enabling them to develop their physical condition and health. As part of their strategy, they launched strict smoking restrictions as the first step towards a smoke-free company. Unfortunately, disagreements between employees and management has increased alongside these actions. Many of the workers smoke, and as a result, smoking restrictions implemented by top management were one of the last nails on the coffin that inflamed the atmosphere in the company. This case leads us to examine the dynamics behind the chasm between owners & top management and employees and to consider different approaches and managerial practices that could mitigate the tensions and contradictions in the case company. Pedagogically, it particularly develops competencies that students need in working life: critical thinking, analyzing skills, communication skills, and problem-solving capabilities. It is an application of an in-basket exercise, where students need to gain understanding of a messy situation with contradicting views. In the assignments, students will consider ethical paradoxes, power structures and dilemmas of inclusiveness.

[view paper \(if available\)](#)

"Fight for Your Rights or Obey Your Master?" A MSI for Remediating Victims of a Dam Collapse

Author: **Rajiv Maher**; Trinity College Dublin

This paper examines the effectiveness of Brazil's largest Multi Stakeholder Initiative (MSI) called Renova born out of the need to remedy and compensate the victims of the country's largest environmental disaster caused by the rupturing of a mining corporation's dam in the municipality of Mariana, Minas Gerais. Renova Foundation is fully funded by the two mining corporations responsible for the dam collapse. This qualitative case study with fieldwork allows for a critical analysis of Renova's capacity for participation and deliberative

similar to arguments on resistance to change, we draw implications for research and practice in reframing rumor and gossip away from its pejorative assumptions toward being something more generative and integral to the change process itself.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

RESEARCH

MOCK LIVE

democracy in providing access to justice via the concept of restorative justice. The case also permits for a comparison and contrasting of perspectives between the MSI and victims (and their legal aid consultants). I draw from the theory of internal colonialism to help explain from a local contextual and cultural perspective how and why in many cases Renova as well as the Brazilian justice system has managed to domesticate, silence and exhaust the victims into accepting meager amounts of compensation that is not rights-compliant. The implications for deliberative democracy and MSIs are also discussed.

[view paper \(if available\)](#)

Mock Live

[THEME](#) [INTERNATIONAL](#) [TEACHING](#) [PAPER SESSION](#) [MOCK LIVE](#)

10:00 EDT - 10:30 EDT

Monday, 10 August

MBR

EPFL Employer Presentation

Meet with a representative from EPFL to learn more about their school and career opportunities!

The EPFL logo is displayed in a white rounded rectangle with a thin border. The letters 'EPFL' are in a bold, red, sans-serif font.

[LIVE - OPEN](#) [MEETING](#)

IM

OMT

STR

Reviving the Liability of Foreignness: Liability of Foreignness Research in the Semi-Globalized Era (session 279)

The liability of foreignness is that foreign multinationals pay higher costs of doing business abroad than to domestic firms due to their lack of social embeddedness and lack of institutional knowledge; this has been one of the most important research topics in international business and has drawn a great deal of scholarly attention because of its theoretical and practical implications for multinational enterprises operating in foreign host markets. Even though the liability of foreignness has been one of the most fundamental theoretical pillars in international business, it is also true that, more recently, the liability of foreignness has been theoretically and empirically challenged for three main reasons: (1) the theoretical construction of the liability of foreignness is too broad and thus not clear, (2) less attention has been paid to strategies to effectively overcome the liability of foreignness, and (3) the liability of foreignness is neither applicable nor valid any more in a more globalized era. Thus, in this symposium, we aim to address these challenges while further validating the existence of the liability of foreignness. Furthermore, we also attempt to suggest an interesting future research agenda about the liability of foreignness. In particular, the four papers included in the symposium by renowned scholars in the field would provide an interesting intellectual and theory-driven conversation on the topic, and thus help to suggest a meaningful future research direction for studying the liability of foreignness.

Pricing Institutional Distance: Evidence from Project Finance in Different Institutional Environment

Sinziana Dorobantu; New York U.

Jakob Müllner; WU Vienna U. of Economics and Business

Robert Salomon; NYU Stern

OMT

IM

STR

Nationalism and Institutions: Perspectives and Opportunities for Future Research (session 276)

After the fall of the Soviet Union in 1991, scholars predicted the “end of history” – in terms of the confrontation of pro-market and pro-state ideas – and the gradual evolution of the world into a “global village.” However, it has become increasingly clear that rather than the century of free-trade and a borderless world, the 21st century may become the century of a resurgence of nationalism. Management scholarships has recently started recognizing the importance of the resurgent nationalism for businesses and managers. The proposed symposium seeks to advance our understanding of this phenomenon by discussing novel ideas about the linkages between nationalism and institutions. We seek to contribute to the AoM conference theme “Broadening our Sight” by showing that different strands of institutional theory and concepts from different disciplines and areas of study allow us to grasp the multiple ways in which nationalism and institutions interact and shape firm strategies and practices. We thus seek to identify new perspectives and opportunities for future research.

Real-time Presenter

INTERNATIONAL

RESEARCH

THEME

LIVE - PRESENTER

SYMPOSIUM

Liability of Offshoring: Experience in Overcoming the Disadvantages of Offshore Manufacturing

Yunok Cho; Southern Methodist U.

Jaeyong Song; Seoul National U.

Home Bias and Venue Choice for Patent Litigation

Byung Uk (Charlie) An; Washington U. in St. Louis, Olin Business School

Minyuan Zhao; Washington U. in St. Louis, Olin Business School

The Costs of the Liability of Foreignness: Evidence from Foreign Firm Lobbying in the U.S.

Jordan Siegel; U. of Michigan, Ross School of Business

Jin Hyung Kim; George Washington U.

Real-time Presenter

INTERNATIONAL

RESEARCH

LIVE - PRESENTER

SYMPOSIUM

OSCM

OSCM Division Chan Hahn Best Paper Award (session 277)

Rare is Beautiful? Rare Technological Resources and Value Implications

Designated as a "Best Paper" for OSCM

Author: **Jeongsik Lee**; Drexel U.

Author: **Hyun Ju Jung**; Korea Advanced Institute of Science and Technology (KAIST), College of Business

Author: **Hyunwoo Park**; The Ohio State U. Fisher College of Business

We examine firms' choice of rare R&D topics and the development of technological resources by substantiating how the development of a rare technological resource leads to the creation of valuable resources. In particular, we conceptualize and empirically operationalize economic value and its sustainability at the resource level, highlighting the sequential link between technological resource development and value creation, a critical source of competitive advantage. We build our theory exploiting the fundamental tension in the technology factor market, where firms obtain others' technological resources to develop their own

STR

Behavioral Strategy, Process and Change (session 278)

Peering into a Crystal Ball: Foresight During Periods of Industry Change

Designated as a "Best Paper" for STR

Author: **Rahul Kapoor**; The Wharton School, U. of Pennsylvania

Author: **Daniel Wilde**; The Wharton School, U. of Pennsylvania

Managers are frequently confronted with new technologies and business models that could transform their industries. However, making sense of these disruptive changes is an inherently challenging task. What makes some managers better at identifying the trajectory of industry change? To explore this question, we consider heterogeneity among individuals in terms of their initial cognition about industry change, and in terms of whether and how they adjust their initial cognition as the industry evolves. Such an adjustment involves a sensing process in which individuals identify and interpret new relevant information. We argue that this sensing process will

ones while simultaneously striving to isolate their resources from those of competitors. We argue that the degree of the rareness of a technological resource has an inverted U-shape relationship with the economic value of the resource and the sustainability of that value, as reflected by temporal duration and breadth of adoption. We apply the text analysis method to over 6,000 U.S. nanotechnology patents to capture the rareness at the time of resource development. Our results provide robust support for our hypotheses. Our study contributes to R&D project management and more broadly, operations strategy literature by addressing the conceptual and empirical conflation between resource characteristics and resource-generated values.

[view paper \(if available\)](#)

Untangling Drivers for Supplier Environmental and Social Responsibility

Designated as a "Best Paper" for OSCM

Author: **Veronica Haydee Villena**; Pennsylvania State U.

Author: **Miriam Michiko Wilhelm**; U. of Groningen, Faculty of Economics and Business

Author: **Chengyong Xiao**; U. of Groningen

This study unpacks the environmental and social dimensions of supplier responsibility and links each dimension to distinct drivers. We distinguish between two main types of drivers: stakeholder pressures (i.e., from government, NGOs and customers) and relational drivers applied by Western buying firms (i.e., through lean training and trust). The results of a multi-method study of Philips Lighting and 144 of its Chinese suppliers show that supplier environmental responsibility can be fostered through both stakeholder pressures and relational drivers. In contrast, supplier social responsibility is harder to address, and suppliers respond only if they perceive eminent threats to their business. Our study provides a nuanced perspective on the development of supplier environmental and social responsibility in China and the specific challenges for Western buying firms seeking to improve it.

[view paper \(if available\)](#)

be more beneficial under higher levels of uncertainty and when individuals have a weaker initial cognition (i.e., without a definitive belief about the trajectory of industry change). We also consider characteristics of the sensing process as those conforming to Bayesian behavior such that an individual updates her cognition without disregarding her initial cognition or the relevance of new information. We argue that a Bayesian sensing process will be more effective, but that its effectiveness will diminish at higher levels of uncertainty. The data for the study were collected from three successive year-long forecasting tournaments conducted between 2016 and 2019, focusing on the dramatic shifts in the automotive industry involving electric and autonomous vehicles. Evidence from more than 21,000 forecasts made by over 3,500 individuals who participate in a leading crowd-based forecasting platform offers strong support for our theory. The study offers a novel account of how managerial cognition could operate during periods of industry change, and expands on the cognitive underpinnings of dynamic managerial capabilities.

[view paper \(if available\)](#)

A Behavioral Perspective of Search in Nonprofit Organizations

Designated as a "Best Paper" for STR

Author: **Horacio Enrique Rousseau**; Florida State U.

Author: **Philip Bromiley**; U. of California, Irvine

Author: **Pascual Berrone**; IESE Business School

In this paper, we extend the behavioral theory of the firm to nonprofit organizations. Nonprofits hold multiple goals, including financial and higher-priority nonfinancial performance goals. We term the latter programmatic performance as it relates to program spending directed to fulfill a social mission. We hypothesize that, while financial performance above aspirations decreases fundraising, programmatic performance above aspirations increases fundraising efforts. We also explore moderators in the relations between programmatic performance and fundraising efforts. We theorize that factors that reduce dependency on donations or increase confidence in fundraising success influence the extent of fundraising as a response to attainment

Which Supplier to Select for Product Development? A Node, Dyad, and Network Level Investigation

Designated as a "Best Paper" for OSCM
Author: **Yingchao Lan**; U. of Nebraska, Lincoln
Author: **Tingting Yan**; Wayne State U.
Author: **Brett Massimino**; Virginia Commonwealth U.

Despite of the increasing trend of distributed product development in innovation, little is known about the factors that drive supplier selection decisions when developing a new product. Further, extant studies typically incorporate factors at only one level of analysis, failing to consider a rich, multilevel set of predictors. Addressing this, we empirically investigate the influences of three factors on product-level supplier selections: (1) supplier historical product performance (node-level), (2) buyer-supplier geographic and language difference (dyad-level) and (3) buyer-supplier structural equivalence (network-level). Analyzing a directional, longitudinal product development network dataset in the Electronic Video Game (EVG) industry, we show that a game developer with lower publisher-specific game performance, greater geographic distance, different primary language from the publisher, and a less structurally equivalent position with the game publisher, is less likely to be chosen for the development of a new game. Comparative analysis further shows that, out of the three predictors, structural equivalence has the dominant influence on the final selection. These results show the importance of going beyond node- and dyad-level factors to consider a supplier's relative network position when making supplier selection decisions for innovation activities.

[view paper \(if available\)](#)

The Effect of Tariffs on Inventory Performance: The Moderating Role of Supply Base Characteristics

Designated as a "Best Paper" for OSCM
Author: **Robert Wiedmer**; W. P. Carey School of Business, Arizona State U.

discrepancies. We test our hypotheses using a panel dataset of 12,382 nonprofits operating in 376 U.S. urban communities and find support for several of our predictions. We discuss broader implications for studying how multiple organizational goals influence search.

[view paper \(if available\)](#)

External Representations in Strategic Decision Making: Understanding Strategy's Reliance on Visuals

Designated as a "Best Paper" for STR
Author: **Felipe Csaszar**; U. of Michigan
Author: **Mana Heshmati**; U. of Michigan
Author: **Nicole Alexandra Rosenkranz**; Ecole hôtelière de Lausanne, HES-SO / U. of Applied Science Western Switzerland

Visual representations pervade strategic decision making. However, the strategy literature has been mostly silent about why visual representations are so pervasive and about how they affect strategic decision making. We address the "why" question by building on ideas from cognitive science to identify four cognitive functions on which strategic decision making relies and that are improved by the use of visuals. We address the "how" question by developing a conceptual model and propositions describing how decision quality is contingent on characteristics of the task environment, the visuals, and the managers. Our work extends the understanding of boundedly rational search by explaining how visual representations affect the search process. Among other theoretical implications, we show that a problem space's size and "satisfiability" depend on: (i) the ability of managers to select an appropriate visual representation and (ii) the extent to which that visual representation is both usable and malleable. We close by detailing some implications for users, designers, and teachers of visuals in the field of strategy and by suggesting directions for future research.

[view paper \(if available\)](#)

Author: **John-Patrick Paraskevas**; Farmer School of Business, Miami U.

Tariffs have taken a prominent role in the recent news cycle as politicians around the world have increasingly enacted protectionist trade policy in order to incentivize reshoring and local sourcing. However tariffs are not new, supply chains have always had to cope with the impact of tariffs and other trade barriers. Our study seeks to understand what impact tariffs have on inventory levels and inventory leanness. We also explore the moderating impact of three dimensions of supply base complexity on the relationship between tariffs and inventory. In order to conduct our analysis we utilize a unique database of automobile product categories which are imported to the United States. Our data span a 14 year period, 122 countries, 14 product categories, and result in 707,336 observations. Our findings indicate that tariffs are associated with higher inventory levels and supply chains which are less lean. We also find that there are several complexity manipulating strategies managers have available which can reduce the impact of these tariffs.

[view paper \(if available\)](#)

Real-time Presenter

RESEARCH

PAPER SESSION

LIVE - PRESENTER

Optimal Resource Allocation to Exploration and Exploitation in Hierarchical Structures

Designated as a "Best Paper" for STR

Author: **Tiberiu Sergiu Ungureanu**; Ohio State U.

Ambidexterity literature presents conflicting theoretical perspectives regarding the optimal resource allocation of resources to exploration and exploitation in face of environmental turbulence. One perspective suggests that because circumstances in which the organization finds itself have changed, the existing knowledge is less valuable and search for new knowledge is necessary. The other perspective claims that exploration in turbulent times is less valuable than exploitation, because there will be no time to benefit from the newly found knowledge before the environment changes again, but the firm will incur the opportunity cost of exploration. We develop a computational model based on the canonical multiarmed bandit formulation of exploration and exploitation to understand the mechanisms by which environmental change influences how much and at which hierarchical level should exploration take place in firms

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

STR

TIM

OMT

Resource Allocation and Resource Redeployment (session 900)

Attention to Allocation: The Linkage Between Internal Capital Markets and Innovation

Matthew Semadeni; Arizona State U.

John R. Busenbark; U. of Notre Dame

Wookyung Lee; Arizona State U.

Resources Types and Variance in Portfolios of Diversified Companies

Marco S. Giarratana; IE Business School

Martina Pasquini; IE Business School

Juan Santalo; IE Business School

Managing Resource Redeployment with Data Science: Discovering Uncertain Sunkness

John S. Chen; U. of Florida

Gwendolyn Kuo-fang Lee; U. of Florida

Resource Allocation Capability and the Allocation of Resources in Multi-Business Firms

Constance E. Helfat; Tuck School of Business at Dartmouth

Catherine Maritan; Syracuse U.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

10:30 EDT - 11:30 EDT

Monday, 10 August

IM

International Management Division Business Meeting (session 274)

Real-time Open

MEETING

LIVE - OPEN

IM

IM Proceeding Paper Session 2 (session 275)

Behavioral Microfoundations of International Business: A Literature Review and Research Agenda

Designated as a "Best Paper" for IM
Author: **Stephen Chen**; U. of Newcastle
Author: **Nidthida Lin**; Macquarie U.

Focusing on linking micro-level factors to macro-level outcomes, the microfoundations perspective has become one of the most discussed movements in strategy and organization theory. Despite some initial attempts, microfoundational research in international business has been lagging behind other fields. This study provides a comprehensive examination of the behavioral microfoundations of international business research using a combination of text mining analysis and a systematic review of the literature by experienced international business researchers. Our analyses provide an overview of the theoretical concepts and empirical methods used to examine microfoundational research questions in the field. We also examine the evolution of the field over a ten-year period. Based on these findings, we identify missing research themes and potential areas for future research. The findings suggest that more research on the emotional and cognitive aspects as well as the relationships between individual, group and firm behaviors, coupled with the use of a greater range of rigorous methodologies, is needed to further advance research using a behavioral microfoundations perspective in international business.

[view paper \(if available\)](#)

Abandon or Complete? The Effects of Within-Country Ethnic and Religious Diversity on Deal Completion

Designated as a "Best Paper" for IM
Author: **Tian Wei**; Fudan U.
Author: **Lei Shi**; U. of international business studies

ENT

Diversity, Gender, and Ethnicity: Identity (session 273)

Self and Other: How Female Entrepreneurs in Beijing, Berlin, and London Manage Role Expectations

Author: **Sonja Kristin Franzke**; Georg-August-U. Göttingen
Author: **Fabian Jintae Froese**; U. of Goettingen

Female entrepreneurs, while making up an increasing proportion of business owners worldwide, still face various obstacles during the founding process such as gender role expectations that create a double burden for women, having to combine family and career. Drawing from role congruity theory, this study investigates the stereotypes both men and women hold about female entrepreneurs and how women develop strategies to respond to arising conflicts caused by these self- and other-expectations. Interviews with 75 entrepreneurs in the male-dominated IT start-up industry in Beijing, Berlin, and London, reveal similarities and striking differences across countries. While many Chinese female entrepreneurs are aware of different stereotypes and use these stereotypes to their advantage, most German entrepreneurs try to compensate for stereotypes by behaving in a more masculine way, lastly, UK women try to be resilient and ignore stereotypes by staying in a female "bubble". We discuss theoretical and practical implications.

[view paper \(if available\)](#)

The Shape of Us - Incorporating Gender Identity and Entrepreneurial Practice

Author: **Monique Boddington**; Cambridge Judge Business School

Varying according to time, gender informs the expectations of society and culture for all. Those who do not align to social expectations encounter increased barriers to entrepreneurial practice (Micelotta et al 2017) and thus impacts

This paper investigates the impact of host country ethnic and religious diversity on the deal completion of cross-border acquisitions (CBAs). Our analysis of 49,306 CBAs deals (2000-2016) shows that the CBA deal is less likely to be completed when host country has high-level of ethnic/religious diversity. Such negative effect is exacerbated when host country political competition exhibits strong ethnic favoritism, and when host country has greater freedom of media. Moreover, acquirer's prior CBAs experience in host country can help reduce such negative influence of ethnic/religious diversity on CBA outcome. Our framework and findings provide useful implications for diversity literature and CBAs literature.

[view paper \(if available\)](#)

How Cultural Distance Shapes the Effect of New Ventures Distinctiveness on International Performance

IM Division HKUST Best Paper in Global Strategy Finalist

Designated as a "Best Paper" for IM

Author: **Jonas Janisch**; U. of Siegen

Author: **Alexander Vossen**; U. of Siegen

We examine how distinctiveness of new ventures affects their performance when expanding to international markets. In line with strategic differentiation literature, we propose that the effect of distinctiveness on international performance follows a curvilinear form that depends on the relative strength of losing legitimacy versus attenuating competitive pressure. We show that both are significantly impacted in context of international growth, arguing that legitimacy loss is amplified by the negative liability of foreignness, while the attenuation of competitive pressures is fostered by positive consumer cosmopolitanism. Using data on 7,610 products offered by 888 new ventures in 7 different markets over 211 weeks, we show that the effect of distinctiveness on international performance follows an inverted U-shaped form as additional increments of legitimacy loss induced by liability of foreignness outweigh additional increments of erasing competitive pressures fostered by consumer cosmopolitanism

entrepreneurial practice. Gender also shapes our own individual identities, which in turn impacts entrepreneurial practice. Gender, identity and practice are all contingent upon each other. This paper considers how gender as a system plays out within an entrepreneurial context and provides a conceptual model of how the factors of gender and identity within entrepreneurial practice are entwined and in process. These findings contribute to existing theory by indicating how the gendering of practice not only constraints entrepreneurial practice but how individual's identity offer a lens for the reframing of acceptable practice within a morphogenesis system.

[view paper \(if available\)](#)

Visual Discourse and Role Modelling in On-Screen Representations of Women Entrepreneurs

Author: **Bronwyn Elizabeth Eager**; U. of Tasmania

Author: **Naomi Birdthistle**; Griffith Business School, Griffith U.

Author: **Sharon Grant**; Swinburne U. of Technology

The purpose of this study is to examine the gendered nature of films featuring female entrepreneur protagonists. Key findings were obtained through a thematic narrative analysis of visual discourse and plot, and illustrate the prevailing gender stereotype of females in on-screen entrepreneurship. Findings highlight that there is much ground to be made in film to correct the long-held position of males as normative entrepreneurship actors. This study is novel in its examination of entrepreneurship film narrative as a window to gendered discourse, and its focus on media-messaging as a potentially limiting factor in female entrepreneurship career and venture growth.

[view paper \(if available\)](#)

Do I (Want to) Fit In? Women Entrepreneurs' Journey from Imposter Fears to Authenticity

Author: **Ingrid Chadwick**; Concordia U.

Author: **Alexandra Dawson**; Concordia U.

for increasing distinctiveness. However, this effect is highly contingent on the cultural distance of the international market. For new ventures that explore culturally close markets the inverted U-shaped effect steepens, mitigating the liability of foreignness, yet also severely limiting benefits from consumer cosmopolitanism. However, new ventures that explore culturally distant markets, positive consumer cosmopolitanism effects unfold to such an extent that they outgrow liability of foreignness. Consequently, if new ventures intend to rely on their distinctiveness, they are advised to grow into culturally distant markets.

[view paper \(if available\)](#)

United or Divided? Antecedents of Board Cohesiveness in International Joint Ventures

IM Division CGIO Best Paper in International Corporate Governance Finalist

Designated as a "Best Paper" for IM

Author: **Rene Olie**; Erasmus U. Rotterdam

Author: **Elko Klijin**; Old Dominion U.

Author: **Hugo Leenders**; PhD student at Old Dominion U.

We combine board process research with the literature on international joint ventures (IJVs) by investigating the antecedents of cohesiveness of IJV boards of directors. Even though that corporate governance scholars have frequently emphasized the crucial role of cohesiveness for board effectiveness, cohesiveness has received limited research attention. We investigate the determinants of board cohesiveness by specifically focusing on an understudied organizational form, namely the IJV. IJVs are formed by two or more independent parent organizations originating from geographically dispersed home countries with disparate cultural backgrounds. We argue that the inherent features related to the international and partner-specific context of these governance arrangements affect board cohesiveness. Our study contributes to the corporate governance board process literature as well as the IJV literature by being the first to directly investigate cohesiveness in boards, and to serve as the initial study on board processes within IJVs.

Research has established that entrepreneurship is a masculine domain in which women experience a 'lack of fit', yet we know surprisingly little about women entrepreneurs' own perspectives on the role of gender in the entrepreneurial process. The goal of this qualitative investigation was to further our understanding of how women perceive and manage their gender as entrepreneurs. Our findings, based on an interpretative analysis of rich data from interviews and focus groups with 64 participants, offer a more nuanced perspective on the impact of gender in entrepreneurship, which appears to change over time. More specifically, we find that gender evolves from being seen as a potential hindrance that makes women feel like imposters to becoming more of an advantage in enabling women to succeed authentically as entrepreneurs. We contribute to entrepreneurship literature by analyzing differences among women and highlighting their heterogeneity (rather than comparing them to men) and to role congruency theory in the context of entrepreneurship by considering the effect of time. We also elaborate on these findings and what they mean for women's unique challenges in entrepreneurship with the goal of making entrepreneurship more inclusive.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

view paper (if available)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

HCM

HCM Best Papers, Session 1 (session 280)

The Impact of Acquisitions on Clinical Decisions: Evidence from PPMCs

HCM Division Best Paper

Designated as a "Best Paper" for HCM

Author: **Ambar La Forgia**; Columbia U.

Mergers and acquisitions are rapidly transforming the organization of physician services in the United States, raising concerns over the cost and quality of health care. This paper studies how medical practice acquisitions by Physician Practice Management Companies (PPMCs) impact physician behavior and patient health. PPMCs market themselves as providing physicians the economic benefits of a larger organization while preserving their autonomy over the clinical and operational decisions of their medical practices. PPMCs, however, use a variety of incentives to align physician behavior with the commercial and clinical interests of the PPMC. I analyze the effect of acquisitions on physician treatment decisions by linking hospital discharge records to hand-collected data on PPMC practice acquisitions between 2006 and 2014. Identification of difference-in-differences estimates comes from variation in the timing of acquisitions. I find that when PPMCs only incentivize financial performance, physicians increase the use of high-revenue, low-value procedures, resulting in less clinically appropriate care and worse patient outcomes. The opposite result is found when PPMCs incentivize both financial and clinical performance. This research provides new insights into how the managerial choices of health care organizations affect clinical decisions and the quality of care.

[view paper \(if available\)](#)

The Impact of Acquisitions on Clinical Decisions: Evidence from PPMCs

HCM Division Best Paper Based on a Dissertation

Designated as a "Best Paper" for HCM

Author: **Ambar La Forgia**; Columbia U.

Mergers and acquisitions are rapidly transforming the organization of physician services in the United States, raising concerns over the cost and quality of health care. This paper studies how medical practice acquisitions by Physician Practice Management Companies (PPMCs) impact physician behavior and patient health. PPMCs market themselves as providing physicians the economic benefits of a larger organization while preserving their autonomy over the clinical and operational decisions of their medical practices. PPMCs, however, use a variety of incentives to align physician behavior with the commercial and clinical interests of the PPMC. I analyze the effect of acquisitions on physician treatment decisions by linking hospital discharge records to hand-collected data on PPMC practice acquisitions between 2006 and 2014. Identification of difference-in-differences estimates comes from variation in the timing of acquisitions. I find that when PPMCs only incentivize financial performance, physicians increase the use of high-revenue, low-value procedures, resulting in less clinically appropriate care and worse patient outcomes. The opposite result is found when PPMCs incentivize both financial and clinical performance. This research provides new insights into how the managerial choices of health care organizations affect clinical decisions and the quality of care.

[view paper \(if available\)](#)

Social Identity and the Patient Engagement Experience in Quality Improvement Teams

Designated as a "Best Paper" for HCM

Author: **Mariam Krikorian Atkinson**; Harvard U.

Author: **Sara Singer**; Stanford U.

As health systems grow increasingly complex, the need to understand how to effectively engage patients on quality improvement (QI) teams is more important than ever. Existing studies demonstrate how patient roles on QI teams can be viewed as a continuum across multiple levels of involvement and influence. Building on this work, our research shows the process by which patients move through this continuum and effectively engage QI projects. Study participants were members of QI teams from 3 health systems in a patient safety learning lab. Each team had 5-10 members: clinicians, engineers, health system staff, and patient(s). We observed weekly team meetings from January 2016 to April 2018, conducted 17 semi-structured interviews, and refined our findings through a patient focus group. A grounded theory approach was used to analyze field notes and transcripts. We developed a framework showing how patients moved through distinct social identity stages: informant, partner, and active change agent. The change in social identity happens through an evolutionary process undergirded by critical components. First, patient and team member perceptions of the patient's role influences their respective behaviors. Specifically, patient's perceptions of self impacts their enactment of their role, while team member perceptions of the patient impacts team activities by activating, directing, framing, and sharing. Both patient and team member behaviors influence patient contributions on the team, which can redefine patient and team member perceptions of the patient's role. Our framework highlights the unique manifestation of these components of the patient's evolution in social identity at each stage. These research findings have implications for how QI teams can better prepare, anticipate, and support the evolving role of engaged patients. Specifically, we show how QI teams and patient members can address perceptions and behaviors that would overcome barriers to effective patient engagement.

[view paper \(if available\)](#)

Assembling the Team: An Analysis of Partner Selection and Performance in Robot-Assisted Surgery

HCM Division Best International Paper

Author: **Marco Tonellato**; LMU Munich

Author: **Daniele Mascia**; Luiss Guido Carli U.

Author: **Alessandro Lomi**; U. of Lugano

Author: **Jürgen Lerner**; U. of Konstanz

Similarity, competence and familiarity are recognized team assembly mechanisms – general principles that individuals adopt to choose others with whom they want to work. According to the principle of similarity, individuals are more likely to choose partners that are similar to themselves along contextually relevant dimensions. According to the competence principle, social selection is driven mainly by an evaluation of compatibility between individual skills and requirements of the task. Finally, the principle of familiarity implies that people who have worked together in the past are more likely to repeat their collaboration in the future. In this paper we use data that we have collected on Health Care Action (HCA) teams composed by one main and one assistant surgeon to explore how the effects of the team assembly mechanisms implied by these generic principles: (i) are embedded in known network self-organizing mechanisms that link internal team members to shared external partners, (ii) are contingent on the complexity of the task that the team faces and (iii) affect team performance. Relational event models estimated on more than one thousand surgeries provide evidence that, while similarity and familiarity-based mechanisms affect partner selection, the strongest predictor for team performance is represented by a variety of competence-based factors. The analysis also reveals that the effects of social selection mechanisms on performance outcomes are contingent on the complexity of the team task, which in our sample is determined by the clinical conditions of patients entering surgery. We discuss

implications based on the mismatch between team assembly heuristics and effective configuration strategies.

[view paper \(if available\)](#)

Evidence-Based Management to Management-Based Evidence: Mobilizing Evidence Through Managerial Work

Designated as a “Best Paper” for HCM

Author: **Rachel Manning**; Warwick Business School

Author: **Jacky Swan**; U. of Warwick

Author: **Harry Scarbrough**; City U. London

Evidence-based management (EBM) encourages managers to draw upon evidence in decision-making. It is increasingly clear, however, that doing so often involves multiple actors, mobilizing multiple evidences, towards different, and often political ends. In the present paper, we focus on how those managing change in the delivery of healthcare services actually work to purposefully mobilize evidence. Specifically, we present a processual analysis of service redesign projects in eight Clinical Commissioning Groups in the English National Health Service to better understand what managers do to and with information such that it becomes evidential and mobilizes (or not) a change in practice. Our findings draw attention to specific managerial work entailed in EBM. Specifically, they show that work with evidence entails framing, advocating and engaging others in its co-production, and that this plays a critical role in how evidence is used, or not.

[view paper \(if available\)](#)

Real-time Presenter

PAPER SESSION

LIVE - PRESENTER

ONE

OMT

SIM

Organizing the Future of Food: The Grand Challenge of Coordination (session 282)

In this symposium, we propose to broaden our sight: in line with this year's theme, we believe that we can advance the organizational and managerial understanding of the grand challenge of food consumption and production from a coordination perspective. Despite the key role that food plays in the history of humankind and in our daily lives, organizational and management scholars have paid limited attention to the interconnected coordination challenges around food as a fruitful object of inquiry. This is not to say that food has no place in our work; many scholars provided us with studies that are situated in a foody context, yet typically without taking interconnected coordination challenges into account. We argue that there is a disproportionate imbalance between the amount of research on the topic and its relevance, which is evidenced by the Sustainable Development Goals (SDGs) of the United Nations. Moreover, we will also argue during this symposium that this grand challenge requires a re-orientation of the line of work around the coordination that is required between food-sector organizations and consumers, and the problems that can result from it. The panelists will engage with the future of organizing food from different coordination perspectives: the non-financial costs of global food supply chains, the temporality of food innovation, coordinating collaboration towards the distant future, coordination and negotiation in food packaging, and the role of values in coordinating for food production. With this symposium, our aim is twofold: present relevant research on the food grand challenge we depict, and develop rigorous analyses of industry-wide and global organizational coordination problems.

Real-time Open

LIVE - OPEN

SYMPOSIUM

PRACTICE

RESEARCH

THEME

OCIS

OCIS Business Meeting (session 281)

Real-time Open

MEETING

LIVE - OPEN

SAP

Strategizing Activities and Practices Interest Group Distinguished Keynote (session 283)

Our SAP Distinguished Keynote features Professor Richard Whittington, one of the founding fathers of SAP, and his latest work on Strategy. Professor Dan Simpson from UC Berkeley, who has many years of experience working in top management roles in industry, will discuss Richard Whittington's work.

Real-time Presenter

LIVE - PRESENTER

PLENARY SESSION

IM

IM Proceeding Paper Session 3 (session 285)

Abu Rehan Abbasi

Digital Product Innovation in Emerging Economies: Examining the Roles of Institutional Change Speed

Designated as a "Best Paper" for IM

Author: **Pengxiang Zhang**; Darla Moore School of Business, U. of South Carolina

Author: **Chao Niu**; The Chinese U. of Hong Kong, Shenzhen

Author: **Sali Li**; U. of South Carolina

Author: **Scott F. Turner**; U. of South Carolina

Recently firms in emerging economies have been actively engaged in digital product innovation. Given the economic importance of this nascent sector, there have been frequent shifts in the related regulatory and policy environment, which are having a considerable impact on firms in emerging economies. In examining this important phenomenon, our study builds upon a dynamic institution-based view to investigate how the speed of institutional change affects digital product innovation. We argue that firms tend to reduce digital product innovations when encountering fast institutional changes. Using a sample of 1,533 firms from 20 major emerging economies in the mobile app industry, our empirical results provide support for our main hypothesis. We also argue and find that different diversification strategies may limit or amplify the effect of institutional change speed on digital product innovation, given the implications of diversification for how firms navigate through the changing institutional environment. This study offers important contributions for understanding this timely and prominent innovation phenomenon in emerging economies.

[view paper \(if available\)](#)

Emerging Market Institutional Co-Evolution, State-Owned Firm Globalization, and the Resource Curse

IM Division GWU-CIBER Best Paper on Emerging Markets Finalist

Designated as a "Best Paper" for IM

Author: **Charles Funk**; Northeastern Illinois U.

Author: **Len Trevino**; Florida Atlantic U.

Author: **Juliet Oriaifo**; North Carolina A&T State U.

We explore the effects of the natural resource "curse" on co-evolutionary relationships between emerging economy institutions and the internationalization of their state-owned enterprises. We discuss how these relationships challenge and extend prior institutional research because of three predominant resource curse characteristics (their boom-and-bust cycles and related public discourse and their "Dutch Disease,"-associated manufacturing sector investment crowd-out). In such an environment, state-owned enterprise ties with emerging economy regulative, normative and cognitive institutions moderate the firm's internationalization over the emerging economy's resource curse cycle. We use natural resource (e.g., oil and gas) and manufacturing sector examples in three propositions to describe this process. Finally, we discuss managerial/policy implications, limitations and future directions of our work.

[view paper \(if available\)](#)

Productivity Spillovers of FDI in an Emerging Market: The Role of Foreign Firms' Local Innovation (WITHDRAWN)

Designated as a "Best Paper" for IM

Author: **Jiasi Fan**; U. of International Business and Economics

Author: **Yu Li**; U. of International Business and Economics

Author: **Zijie Li**; The U. of International Business and Economics

Author: **Wenlong He**; U. of International Business and Economics

Author: **Zhu Zhang**; U. of International Business and Economics

In this study, we examine the productivity spillovers of foreign direct investment (FDI) to domestic firms sourced from foreign firms' local innovation. Based upon a panel dataset on manufacturing firms in China over the period from 1998 to 2007, we find that local innovation undertaken by foreign firms in an industry can spill over to and benefit domestic firms in the same industry. Further, we find that this positive productivity spillover is significantly stronger when foreign firms have higher intangible asset intensity, share longer overlapping years and densely co-located with domestic firms.

[view paper \(if available\)](#)

Defending Firm Knowledge in Foreign Countries

IM Division HKUST Best Paper in Global Strategy Finalist

Designated as a "Best Paper" for IM

Author: **Heather Berry**; George Washington U.

Author: **Roisin Donnelly**; Tilburg U.

This paper explores the decisions of firms to defend their locally and globally generated knowledge in foreign markets to better understand the knowledge management and protection strategies of MNCs across country markets. Building on the knowledge management and competitor dynamics literatures, we explore both why firms may be more likely to defend some types of innovations over others and how industry characteristics influence the litigation activities of firms in foreign markets. Empirical results from an analysis of firms in high tech industries from Orbis merged with patent data from Patstat and litigation data from Lex Machina show that foreign firms are more likely to defend patents that are locally-generated, that have a wider scope of use across countries, and for firms in industries with a higher knowledge concentration.

[view paper \(if available\)](#)

Feedback on Multiple Goals and OFDI Location Choices for Emerging Economies Firms

Designated as a "Best Paper" for IM

Author: **Alex Junyi Fang**; School of Economics & Management, Tongji U.

Author: **En Xie**; Tongji U.

Author: **Xin Chen**; Xi'an Jiaotong U.

In recent years, performance feedback models have been increasingly used to explain firms' OFDI activities. In this stream of studies, scholars often identify performance feedback relative to some performance target as a risk trigger and then examine how firms adapt their OFDI as a response to the discrepancy between realized performance and the selected aspiration level. Though the stream of studies sheds helpful light on associations between performance feedback and OFDI, it largely overlooks the possibility that firms may make investments to different overseas locations as responses to feedback clues relative to different reference points. In this study, we aim to investigate how performance feedback on two goals including return on assets (ROA) and sales growth (SG) influences firms' OFDI in developed and developing countries. With data collected from listed Chinese firms during a period from 2007 to 2017, our findings indicate that performance feedback relative to ROA and SG indeed results in firms' OFDI in different locations. Explicitly, performance discrepancy relative to

ROA, no matter below or above, drives firms to make OFDI in developed countries. However, though negative performance feedback relative to GS impels firms to make more OFDI in developing countries, positive feedback will not change OFDI level significantly.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

ENT

Social Entrepreneurship: Considering Resources (session 284)

Societal Impact at the Nexus of Community and Entrepreneurship: Taking Stock and Looking Ahead

Designated as a "Best Paper" for ENT

Author: **Sophie Catherine Bacq**; Indiana U. - Kelley School of Business

Author: **Christina Julia Hertel**; École Polytechnique Fédérale de Lausanne

Author: **G. T. Lumpkin**; U. of Oklahoma

A consensus has emerged around the importance of entrepreneurship to generate societal impact. Yet, there is also increasing recognition of the inability of ventures alone to address the grand societal challenges the world is facing. Attention is shifting to communities as important players in tackling these challenges. For management scholars in general, and entrepreneurship scholars specifically, this calls for a better understanding of the nature of these communities, and the roles they play at the intersection of entrepreneurship and societal impact creation. Yet, community-related research is scattered across the management sciences and lacks a clear framework to guide further inquiry. To address this gap, we conduct a systematic review of the literature published at this intersection in a core set of management, entrepreneurship, and organization sociology journals. Based on this review, we describe how societal impact is generated by entrepreneurial efforts for, in, with, through, and by communities of place, identity, interest, and/or practice, and identify a set of associated roles. Our review identifies trends and omissions in the extant literature, and sets for an evidence-based agenda for future research on the topic. This review yields implications for the field of entrepreneurship, as well as the literature streams on social entrepreneurship, cross-sector collaborations, and community-based entrepreneurship.

[view paper \(if available\)](#)

Too Emotional to Succeed: Entrepreneurial Storytelling in a Prosocial Setting

Author: **Asma Naimi**; ESADE Business School / Ramon Llull U.

Author: **Daniel Arenas**; ESADE Business School

Author: **Jill R. Kickul**; USC Marshall School of Business

In a prosocial crowdfunding setting, the ability of entrepreneurs to mobilize support through their stories is crucial since their livelihoods often depend on it. We examine how cognitive and emotional appeals in stories affect resource mobilization outcomes in a sample of 2098 entrepreneurs in 55 countries who requested a loan via a prosocial crowdfunding platform. Our study suggests that using analytical language in entrepreneur stories mobilizes support attracting more resources and using affective language in entrepreneur stories is detrimental attracting less resources, especially in the case of negative emotions. Our study contributes to the entrepreneurship and social entrepreneurship literatures by showing the effectiveness of cognitive and emotional appeals –distinguishing between positive and negative emotions– in mobilizing support in a context that combines aspects of traditional crowdfunding and social entrepreneurship.

[view paper \(if available\)](#)

Social Entrepreneurs' Personal Network, Resource Bricolage, and Relation Strength

Author: **Zhen Liu**; Shandong U.

Author: **Shiyao Jiang**; Nankai U.

Author: **Hu Shuang**; Shandong U., China

This study proposes personal network of social entrepreneurs as a key antecedent factor of their resource bricolage to understand the mechanisms underlying social entrepreneurial practices before the founding of social enterprises. In addition, this study develops a theoretical framework that draws upon two dimensions of social capital, namely, "ownership" and "use," to explore relationships between personal network, resource bricolage, and relation strength. With data from 227 social enterprises in China, empirical results suggest that personal network of social entrepreneurs, that is, the "owned" social capital, shall be transformed by the intermediate role of resource bricolage into relation strength, that is, the "used" social capital. The relationship between resource bricolage and relation strength is positively moderated by the marketization degree and social class of social entrepreneurs. Moreover, implications for theory and practices are discussed.

[view paper \(if available\)](#)

Co-Creation in Social Ventures in China: A Missing Link in the Effectual Logic-Performance Relation

Author: **Xiaoming Yang**; U. of Nebraska, Omaha

Author: **Erin G. Pleggenkuhle-Miles**; U. of Nebraska, Omaha

Author: **Jianxin Ge**; Central U. of Finance & Economics, China

The mass entrepreneurship policy has introduced a new era of sustainable development in China. Yet, the policy alone does not describe how individuals and organizations might pursue this new approach to economic expansion. In this paper, we suggest that under this new policy, co-creation between social ventures and donors, beneficiaries, and government agencies serves as a form of organizing that helps social ventures navigate this new era of entrepreneurship policy. Through the lens of effectuation theory, we hypothesize that social ventures that use more effectual logic are better able to co-create social value with their stakeholders, and in doing so, will have higher performance. To test these hypotheses, we used structural equation modeling of data collected from top executives of 172 social ventures in China. The results largely support the hypotheses and the findings provide important implications for co-creation via social ventures as one vehicle for invigorating mass entrepreneurship in China.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

HCM

Policy, Profiles, and Partnerships: Impacts on Community Health (session 914)

How Do Payment Reforms Affect Hospitals' Community Benefit Decisions?

Author: **Cory Cronin**; Ohio U.

Author: **Simone Singh**; U. of Michigan

Author: **Berkeley Franz**; Ohio U. Heritage College of Osteopathic Medicine

In 2014, Maryland established a global budget policy, setting limits on hospitals' spending and regulating reimbursement amounts. This study assesses whether the implementation of the policy changed the nature of hospitals' community benefit activities. Using data from the Internal Revenue Service Form 990 Schedule H, we compared the community benefit trends of Maryland hospitals with those of a state control group and found some key differences. Maryland hospitals increased their spending on clinical services but not on broader community health improvement. Payment reform does have the potential to affect hospital investments to improve health, but more focused policies may be required for greater hospital involvement in nonmedical drivers of health.

view paper (if available)

Does Collaboration Between Local Health Departments and Nonprofit Hospitals Foster Community Health? (WITHDRAWN)

Author: **Geri Cramer**; Northeastern U.

Author: **Gary J Young**; Northeastern U.

Author: **Jean Mcguire**; Northeastern U.

Author: **Simone Singh**; U. of Michigan

Author: **Daniel Kim**; Northeastern U.

We investigated whether stronger collaboration between local public health departments (LHDs) and nonprofit hospitals within a community is associated with individual-level healthier behavior. In accordance with a conceptual framework we developed that was motivated in part by theoretical perspectives on social exchange and social capital,

MOC

OB

It's Personal: Advancing Advice Research with an Interpersonal Lens (session 927)

Not All Experts are Equal: Advice-Seekers Favor Experts with Direct Over Vicarious Experience

Grace Cormier; Harvard Business School

Shaaref Shah; Harvard Business School

Ting Zhang; Harvard Business School

Francesca Gino; Harvard U.

Belief, Heuristic, and Decision-Making in Forming Mentoring Relationships

Julia D. Hur; New York U.

Rachel Lise Ruttan; U. of Toronto

Reducing Discrimination in Advice Giving on the Pathway into Careers

Erika Kirgios; The Wharton School, U. of Pennsylvania

Aneesh Rai; The Wharton School, U. of Pennsylvania

Edward Chang; Harvard Business School

Katherine Milkman; U. of Pennsylvania

Unethical Advice Taking: When Do People Use Advice to License an Unethical Choice?

Beth Anne Helgason; London Business School

Daniel A. Effron; London Business School

Wise Crowd Disavowed: The Competence Penalty of Leveraging the Wisdom of Crowds

Hayley Blunden; Harvard Business School

Jennifer Marie Logg; Georgetown U.

Francesca Gino; Harvard U.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

we assessed the strength of LHD-hospital collaboration within communities using data from the National Association of County and City Health Officials (NACCHO) Forces of Change Survey. Health behavior data came from the 2015 Behavioral Risk Factor Surveillance System (BRFSS) SMART dataset. For social capital we used an index developed by the Northeast Regional Center for Rural Development at Penn State. We estimated multilevel models controlling for both individual and community-level factors. Stronger LHD-hospital collaboration was positively and significantly associated with several types of health behaviors including not smoking (odds ratio, OR=1.32, 95% CI=1.11-1.58), eating vegetables daily (OR=1.29; 95% CI=1.06-1.57) and vigorous exercise (OR=1.17; 95% CI=1.05-1.30). There was some evidence of a modifying effect for social capital. Our results should spur policymakers to encourage greater collaboration between these two sectors. Additionally, social capital may play a moderating role in improving community health.

[view paper \(if available\)](#)

Role of Organizational Capacity in Enabling Population Health Impact for Health Promotion Programs

Author: **Amanda Brewster**; U. of California, Berkeley

Author: **Traci Wilson**; Miami U. Ohio

Author: **Leslie Curry**; Yale U.

Author: **Suzanne Kunkel**; Miami U. Ohio

Objective: To examine how organizational capacity of Area Agencies on Aging, a type of community-based social service agency, influenced their ability to achieve population-level impact through their health promotion programs. Methods: We used difference-in-difference regression models to examine how expansion of health promotion program offered by Agencies over the course of 2008-2016 was associated with change in county-level measures of health care use and spending by older adults. We examined impact separately for high capacity and low capacity agencies. Results: Offering any health promotion program was associated with a 0.94% percentage point reduction in avoidable nursing home use in counties covered by the agency (95% confidence interval = -1.58, -0.29), equivalent to a 6.5% change. Expanding breadth of program offerings was also associated

with significant reduction in avoidable nursing home use. Stratified analysis showed reductions were evident only where agencies had high implementation capacity. Conclusions: Evidence-based health promotion programs offered by Area Agencies on Aging may help older adults avoid unnecessary nursing home placement; organizational capacity for implementation appears to be a prerequisite for impact. Policy Implications: Leveraging Area Agencies on Aging to deliver evidence-based health promotion programs for older adults could help avoid expensive nursing home placements but attention to management and organizational development will be critical.

[view paper \(if available\)](#)

Performing in Community-Academic Health Partnerships: Interplay of Clear, Difficult and Valued Goals

Author: **Choiwai Maggie Chak**; U. of Twente

Author: **Lara Carminati**; U. of Twente

Numerous western countries are fostering healthcare projects through cross-sectoral networks. Since working in those complex settings can challenge many individuals, knowing more about the enablers of success of such networked projects can offer better support in meeting their challenges. Guided by goal-setting theory, we assumed a boundary role for goal importance in relation to the appraisal of goal difficulty, clarity and project performance among individuals working in health-promoting community-academic partnerships (CAPs). A sequential explanatory mixed-methods design was adopted. The sample for the quantitative investigation consisted of 268 participants from various CAP networks in three German-speaking countries. At the end of the survey, 209 of those respondents answered an open question, constituting the sample for the qualitative analyses. The quantitative findings reveal that, only when the perceived goal importance is high, are goal difficulty and clarity associated with high project performance. Hence, regardless of the level of perceived goal difficulty, high project performance can be achieved as long as individuals deem their set goals important. The qualitative data corroborate, illustrate and extend this finding: clear and important goals motivate people towards high

project performance even when extremely challenging goals and undesirable conditions hinder goal achievement.

[view paper \(if available\)](#)

Service Profiles in Substance Abuse Treatment (WITHDRAWN)

Author: **Reena Joseph Kelly**; U. of Alabama, Birmingham

Substance abuse treatment (SAT) facilities offer a number of services for the treatment and ongoing management of substance use disorders, and have emerged as the specialty treatment setting for these disorders. Consistent with established evidence-based practice guidelines, SAT facilities offer several services that address the medical, behavioral, and psychosocial needs of affected individuals. Despite the recommendations from these guidelines, individual facilities differ in terms of the number and type of services offered, resulting in gaps in service availability. This study uses a configuration theory perspective to argue that different classes of SAT facilities may exist based on service mix. The analyses found that SAT facilities systematically differ in the type of services offered. The distinct service profiles identified in this study highlight challenges as well as opportunities for practitioners and policymakers, and also raise several avenues for future research in the area of policy, organizational strategy and substance abuse treatment service delivery.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

MOC

OMT

STR

New Frontiers in Behavioral Strategy (session 929)

Asynchronous

MOC

Qualitative Research on Identity & Organizational History (session 926)

The Dynamics of Place and Organizational Identity in a Homeless-Serving Organization

Author: **Asma Zafar**; Brock U.

Author: **Trish Reay**; U. of Alberta

In this ethnographic study of a homeless-serving organization, located in a Western Canadian city, we ask, 'how do place-oriented environmental disruptions influence organizational identity change?' We capture the organization's response to a geographical disruption that created a push for the organization to move out of its home of three decades. Findings generated through a rigorous inductive analysis reveal that place is a strong yet overlooked aspect of organizational identity. In particular, upon experiencing the push to relocate, members experienced a strong sense of affiliation with the organization's place (a phenomenon we term, 'organizational territoriality'), leading them to defend their place. In this process, Better World's identity changed such that the organization emerged as a stronger and more prominent entity. We offer two primary contributions through this study. First, we establish the very material notion of place as a fundamental aspect of organizational identity, thereby extending our existing understanding of organizational identity. Second, we develop the concept of 'organizational territoriality,' and theorize that place informs members' sense of organizational identity through organizational territoriality.

[view paper \(if available\)](#)

"I was Just in Shock": Identity Work by European Skilled Migrants Following the Brexit Referendum

Author: **Claudia D. Jonczyk**; U. of Neuchâtel

Author: **David Oliver**; U. Of Sydney

Author: **Tina Miedtank**; U. of Neuchatel

This study examines how skilled EU migrants living in the UK respond to and cope with the results of the Brexit referendum in terms of their identities. Our study identifies four distinctive reaction patterns among EU migrants depending on the degree to which they interpreted the Brexit vote as a threat to their identity, and the number of national affiliations they held. We refer to these as EU Patriots, Local Cosmopolitans, Home Country Patriots, and Global Citizens. Each of these distinctive reaction patterns involves different forms of identity work and agency in skilled migrants' professional and personal spheres. Our study

contributes insights into the way in which identity impacts migrants and expatriates, as well as to the interplay between contextual constraints and agency in the face of identity threats.

[view paper \(if available\)](#)

The Best of Both Worlds: Strategy Formation in a Company with Hybrid Identities

Finalist for MOC Division Best Paper Award

Author: **Nicole Alexandra Rosenkranz**; Ecole hôtelière de Lausanne, HES-SO / U. of Applied

Science Western Switzerland

Author: **Elia Giovacchini**; Stockholm U.

To understand how hybrid organizations—those combining normative and utilitarian identities—devise their strategies, we conducted an indepth, longitudinal case study of a content management systems (CMS) company that embraced a commercial/open-source identity. Existing research implicitly regards the strategic and operational tensions that hybrids face as internal. Yet, the hybrid organization of this study embraced two identities, one of which was symbiotically tied to, and could only be validated by, an external entity: the open-source community. We complement research on how organizations devise strategies that speak to their hybrid nature; specifically, we uncover an ecosystem strategy approach. Following the 15-year trajectory of a hybrid organization allows us to broaden our understanding beyond static single-event resolutions towards dynamic process accounts. Ultimately, we propose that there is a third form of identity management beyond the ideographic and holographic, which we term heterographic identity—a way of combining integration and separation mechanisms that deliberately creates interdependence between normative and utilitarian identities. In sum, our ecosystem-strategy model refocuses research away from internal mechanisms of sustaining hybridity, thereby contributing to a broader conceptualization of hybridity and its implications for the way organizations devise their strategies.

[view paper \(if available\)](#)

Field Position and Sensemaking: Prospective Sensemaking of Change by Professional Actors

Author: Harsh Kumar Jha; Newcastle U. Business School

Periods of field change are marked by contention and ambiguity, leading to extensive sensemaking and sensegiving by the actors involved. However, though the relevance of sensemaking during change is well acknowledged and extensively studied, most of the work has been focused at the individual and organizational levels. Further, comparatively less attention has been paid to prospective sensemaking, even though research suggests that prospection is integral to interpretation of ambiguous change. Even less studied is the relationship between actors field position and their sensemaking. This is surprising, as prior research suggests that fields are highly hierarchical and variegated structures and interpretation of issues may vary substantially across actors in a field. Even in research which explicitly explores the influence of field position on interpretation, field position has typically been treated as a unidimensional construct, e.g. based on Bourdieu's notion of capital. In this paper I address these gaps in our understanding of the influence of actors' field position on sensemaking by drawing on two dominant sociological theories of field – Bourdieu's and Fligstein & McAdam's – and developing a multidimensional conceptualization of actors' field position. I specifically ask the following question: how does actors' prospective sensemaking of change evolve over time and what is the influence of actors' unique field position on prospective sensemaking. I undertake this research in the context of market based reforms in English legal services and enactment of Legal Services Act, 2007. LSA 2007 drastically transformed the fundamental structure of the legal profession in England as it challenged the three key pillars of an established profession – allowing entry barriers to non-professionals, removing professional control of professional organizations and challenging professional self-regulation. Such a contentious change provides a rich context for exploring the relationship between actors' field position and sensemaking. To do so, I define actors' field position based on two dimensions: structural position or capital (central versus peripheral) and membership of the proximate client field (individual versus

corporate) and identify the unique field positions held by the four key professional actors as central—individual (Barristers), central-corporate (corporate law firms), peripheral-individual (small law firms) and peripheral-corporate (in-house lawyers). I examine actors' sensemaking based on the coverage in legal trade media during the period of 2001-2006, coding 327 articles in total. My inductive analysis presented two aggregate theoretical dimensions of prospective sensemaking of change in the legal profession: schema of change and problematization of change. I find that actors' schemata of change is expressed through three different mechanisms: change outlook, affective response to change and market opportunity construction. I also induce three different mechanisms through which change is problematized – public interest, professionalism and bureaucratic inefficiency. My analysis shows that actors' schema of change varies substantially based on the membership of the client field (individual versus corporate), whereas, their locus of problematization of change varies substantially based on the position in the legal services field (central versus peripheral).

view paper (if available)

Reimagining the Past: Towards a Theory of Routine Encounters with Organizational History.

Designated as a "Best Paper" for MOC

Author: **Matthew C. Lyle**; U. of Colorado, Colorado Springs

Author: **Ian Walsh**; Bentley U.

Scholars have explained how organizational history might be sought out, revised and used for strategic purposes, but have yet to examine the more routine ways through which organization members encounter organizational history. Drawing from a field study of a home healthcare agency, we develop theory that explains how organization members discover, interpret and animate an organization's history in ways that sustain its influence. We demonstrate how newcomers' recognition of organizational imprints during socialization experiences spur sensemaking processes through which members express, revise and endorse shared understandings of an organization's history. We close with a discussion of the implications of our

MOC
OB
ENT

Spaces of Becoming: Toward a Better Understanding of How Modern Work Environments Make us Who We Are (session 928)

In this symposium, we bring together scholars from various disciplinary backgrounds and explore the experiences of a range of individuals embedded in “less traditional” organizational contexts. Such environments include a training program for aspiring entrepreneurs, a makerspace, a “lonely” workplace, and an innovation hub located within a larger firm. We ultimately consider how these various environments impact, and in turn how they are impacted by, their members. This focus allows us to reflect on the physical, social, as well as on the psychological structures that underpin today’s organizing, surface the lived experiences of various groups of modern workers, and ultimately shed light on the mechanisms by which various types of environments influence their inhabitants, and vice versa.

Ghosts of Rejections Past: How Experiences of Rejection Influence Individuals’ Possible Selves

Erin Frey; U. of Virginia Darden School of Business
Eliana Crosina; Babson College
Andrew C. Corbett; Babson College
Danna Greenberg; Babson College

Makers: Authentic Fabricators or Fabricating Authenticity?

Howard Aldrich; U. of North Carolina

All the Lonely People: A Dynamic Systems Perspective on Workplace Loneliness

work for organizational scholarship.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CAR

GDO

HR

Examining Best Practices in Fostering Refugees’ Careers and Labor Market Integration (session 903)

Displaced by violence, war, and persecution, millions of refugees seek shelter abroad. Host country agencies and researchers in turn wonder how best to integrate these people into society and the workplace, given the financial and psychological benefits of work for refugees and host country societies alike. When trying to obtain employment, refugees often face barriers to their professional advancement, find themselves disadvantaged when searching for work and end up unemployed, underemployed, or placed into temporary work; all of which jeopardize both their well-being and integration into society. Yet vocational research on refugees is still in its infancy. Scholars lack in-depth insights into this diverse yet distinctive migrant group and into the roles, responsibilities, and actions of different actors involved in the process of managing refugees’ vocational integration. This symposium addresses this complexity and responds to calls to (1) further study refugees’ vocational integration and (2) integrate multilevel perspectives to examine the factors that affect refugees’ vocational integration management. Incorporating insights from six countries, we contribute conceptually and practically to refugees’ career development and labor market integration across contexts and governmental systems. First, we extend career research by exploring refugees’ agency and career-related activities, the means to enhance their job search, and the potential of and cross-cultural variations in refugee entrepreneurship. Second, we further diversity and HRM research by unraveling how a diverse group of

Caroline A Bartel; U. of Texas at Austin
Norian Caporale-Berkowitz; U. of Texas at Austin

Physical Environment as a Source of Creative Collaboration

Ileana Stigliani; Imperial College Business School

Asynchronous

THEME RESEARCH SYMPOSIUM ASYNCHRONOUS

actors can support refugees' vocational integration and how adopted programs can facilitate refugees' job search. Lastly, we further knowledge on how to conduct ethical refugee research.

Refugees' Self-Regulation in Job Search and Vocational Integration: Learning Independent Action

Katja Wehrle; Justus-Liebig U. Giessen
Ute-Christine Klehe; Justus-Liebig U. Giessen
Mari Kira; U. of Michigan
Jan Alexander Häusser; Justus-Liebig U. Giessen

The Political Arena of Refugee Inclusion at Work

Lena Knappert; VU Amsterdam
Angela Kornau; Helmut Schmidt U.
Martina Maletzky; U. of Passau
Renate Ortlieb; U. of Graz
Hans Van Dijk; Tilburg U.

How Do State Programs Facilitate Labor Market Integration of Refugees?

Renate Ortlieb; U. of Graz
Petra Eggenhofer-Rehart; U. of Graz, Austria
Sandra Leitner; The Vienna Institute for International Economic Studies
Roland Hosner; German Center for Integration and Migration Research
Michael Landesmann; The Vienna Institute for International Economic Studies

Refugees' Readiness for Entrepreneurship: A Cross-Cultural Comparison

Martin M. Baluku; Makerere U. school of Psychology
Florence Nansubuga; Makerere U. school of Psychology
Kathleen Otto; Philipps-U. Marburg

Developing Privacy Technology to Responsibly Collect Smartphone Data Among Refugees

Lisa E. Baranik; U. at Albany, State U. of New York
Liyue Fan; U. of North Carolina, Charlotte
Rachel Williamson Smith; Louisiana State U.

Asynchronous

PRACTICE INTERNATIONAL RESEARCH DIVERSITY SYMPOSIUM

Mentoring and Social Capital (session 902)

Newcomers as Wedges: Bifurcating Effects on Incumbents' Networks and Performance

Author: **Evelyn Ying Zhang**; U. of Toronto, Rotman School of Management

Studies investigating how newcomers influence incumbent group members have shown equivocal performance outcomes. To disambiguate these effects, I propose and test the idea that a high-performing newcomer's impact on incumbents' performance flows through changes in incumbents' communication networks. Using a proprietary dataset from a large retail bank that includes employees' personnel records, monthly performance, and meta email communications, I argue and find that the arrival of a high-performing newcomer has differential effects on high- vs. low-performing incumbents. Specifically, following the entry of a high-performing newcomer, low-performing incumbents communicate with a smaller and more concentrated network of colleagues and subsequently perform worse than before the newcomer's arrival. By contrast, high-performing incumbents communicate with a more extensive and diverse network and subsequently perform better. This paper draws out a mechanism underlying intra-group performance variation that is not considered in prior research: incumbents' communication networks change following inbound mobility and subsequently exaggerate intragroup performance disparities.

view paper (if available)

The Transformation of Mentoring Relationships in Academe

Author: **Catrina Palmer**; Rutgers U., Newark

Because women and racial minorities are disproportionately underrepresented in the upper echelons of organizations compared to white men, they often have to depend on cross-sex and/or

Proactive Career Behaviors (session 901)

Proactive Personality and Organizational Career Growth: When and Why Proactive Individuals Stand Out

Author: **Qingxiong Weng**; U. of Science and Technology of China

Author: **Muhammad Imran Rasheed**; Uni of Sci and Technology of China and Islamia U. of Bahawalpur Pak

Author: **Zhang Yue**; China U. of Petroleum

Integrating person-environment fit theory and job characteristics theory, we develop a theoretical model to investigate when and how proactive employees are more likely to stand out in their current organizations. We propose that the relationship between proactive personality and organizational career growth is mediated by P-O fit and P-J fit and moderated by job characteristics. Results based on data collected in three waves from a sample of 175 employees nested within 45 groups from 5 organizations fully supported our assumptions. Our findings suggest that proactive individuals are more likely to fit into their organizations and job positions, particularly when the jobs are embedded with a high level of core job characteristics such as variety, autonomy, and feedback. Implications for career development and management theory are discussed.

view paper (if available)

Enhancing Team Member Proactivity Through Career Calling and Mentoring: A Time-Lagged Study

Author: **Wenjing Cai**; Vrije U. Amsterdam

Author: **Sabrina El Baroudi**; Vrije U. Amsterdam

Author: **Xu Binfeng**; U. of Science and Technology of China

Team member proactivity has become increasingly important for contemporary teams that seek to improve how they function. However, for team

cross-race mentoring relationships to support their career goals. Existing literature has found that mentoring relationships may increase the chances for women and racial minorities to gain access to mentors. While an extensive literature on mentoring relationships exists, there is insufficient attention to the outcomes of mentoring relationships. Specifically, not much is known about the mechanisms that enable mentoring relationships to continue, nor about those that cause these relationships to end. Some mentoring relationships barely get off the ground, and even when mentoring relationships work, the average duration is only about 3 years. My research examines the progress of cross-sex and cross-race mentoring relationships within the context of academia. I consider how mentoring relationships develop, are transformed, and when and whether they end.

[view paper \(if available\)](#)

Differential Returns from Networking Behaviors for Men and Women: A Longitudinal Study

Author: **Hans-Georg Wolff**; U. of Cologne

Author: **Klaus Moser**; Friedrich-Alexander U. of Erlangen-Nürnberg

While recommending women to develop their networking behaviors is common, studies found that the career benefits from investments into networking differ for men and women. This leaves the question whether this recommendation is reasonable. Moreover, theorizing based upon social networks suggests that there might be alternative routes to networking for men and women. Based upon Ibarra's (1997) suggestions that women may have to develop networks beyond organizational boundaries and Burt's (1992) proposal that women benefit from powerful sponsors, we examine whether effects of networking behaviors on career success for men and women depend on internal vs. external networking. Using data from an eight-year longitudinal study (N =229), we use hierarchical linear modeling to examine how internal and external networking behaviors affect salary growth. Analyses provide support for the homophily account, showing that men benefit from internal networking, whereas women benefit from external networking. Our findings suggest that men and

members, this proactive team-oriented behavior requires risk taking and a great amount of effort; therefore, organizations must encourage persistence in this behavior. This is the first study to propose that organizations can enhance team member proactivity when they help team members live out their individual callings by offering them mentoring. Our hypotheses are tested by using a multi-source and time-lagged study design with a sample of 296 Chinese employees and their direct supervisors. The results demonstrate the importance of adding career calling constructs as antecedents to the team member proactivity literature and suggest that organizational resources such as mentoring are needed to facilitate the link between team member proactivity and career calling.

[view paper \(if available\)](#)

Exploring the Use of ICT in Job Crafting

Author: **Lisa Handke**; Technische U. Braunschweig

Author: **Giverny De Boeck**; Centre for Transformative Work Design / Curtin U.

Author: **Simone Kauffeld**; Technische U. Braunschweig

While job crafting has been widely acknowledged as an effective form of individual work redesign, less attention has been devoted to the concrete behaviors by which individuals craft different aspects of their job. Given the ubiquitous presence of technologies in modern workplaces, the aim of the current research was to explore the role of information and communication technologies (ICT) in individuals' job crafting behaviors. In Study 1, we interviewed 17 research associates with regards to their strategic use of ICT in influencing demands and resources at work. Applying a blend of qualitative content analysis and concept mapping, this approach yielded ten distinct job crafting strategies drawing on ICT. In Study 2, we set out to validate the 10-factor structure of these strategies in a broader sample of 215 employees and link these to work engagement, job satisfaction, and well-being. The results of Study 2 corroborated the existence of seven of the ICT-related job crafting strategies identified in Study 1, while also showing their relevance by linking these strategies to work

women might consider different strategic approaches to networking behaviors to maximize returns in terms of salary.

[view paper \(if available\)](#)

What Do Mentors Learn? The Role of Protégé Role Behavior and Relationship Quality in Mentor Learning

Author: **Stacy Lyn Astrove**; John Carroll U.

Author: **Maria Kraimer**; Rutgers U., School of Management and Labor Relations

Mentoring is defined as a reciprocal relationship between a less experienced individual (protégé) and a more experienced individual (mentor) that has consistent, regular contact over a period of time and is intended to promote mutual growth, learning, and development within the career context (Haggard, Dougherty, Turban & Wilbanks, 2011; Kram, 1985). Inherent in this definition of mentoring is that individuals learn, develop, and grow from their mentoring interactions. Despite this, limited research explores the learning that occurs from mentoring relationships. Drawing on the relational mentoring perspective (Ragins, 2012) and social learning theory (Bandura, 1971, 1977), the purpose of this study is to examine what mentors learn from mentoring experiences and how these experiences relate to mentor outcomes. The outcomes include mentoring self-efficacy, mentor learning, and mentor behavioral change intentions. We tested our assertions in a mixed methods study of 204 professor mentors. We found that mentors gained mentoring-specific, occupational-specific, and relational knowledge from mentoring their protégés. Additionally, mentors identified specific changes they wished to make to their mentoring behavior from their experiences with their protégés. Furthermore we found partial support for our mediated model which suggests that protégé role behaviors relate to mentor learning outcomes through mentor-protégé exchange.

[view paper \(if available\)](#)

engagement and job satisfaction. Taking everything together, this paper provides insights into the process by which individuals can effectively manage their individual work design using ICT. By virtue of integrating research on job crafting and ICT use, we thus contribute towards a more process-oriented perspective on job crafting while further shedding light on the positive effects of ICT on individual outcomes.

[view paper \(if available\)](#)

How Can Job Crafting Be followed? The Trickle-Down Effect of Job Crafting from Leader to Employees

Author: **Xun Xin**; Southwest U. of Political Science & Law

Author: **Ledi Zang**; Renmin U. of China

While many researches have indicated some leader factors (e.g. leaderships) affect employees' job crafting, whether the job crafting of leaders themselves has a trickle-down effect on their subordinates' job crafting remains unclear. To fill this research gap, drawing upon the conservation of resources theory, this study explores the explanatory mechanisms and boundary conditions under which the transmitting effect of job crafting from leaders to their subordinates could occur. We examined a multi-level moderated mediation model by collecting the leader-subordinate paired data from 64 work teams in several Chinese companies over 2 time periods. We found team leaders' job crafting was positively associated with their team members' job crafting and team leaders' job resources mediated this relationship. Contrary to our prediction, it is interesting to find that team leaders' empowering leadership positively predicted team members' job crafting in general but negatively moderated the mediating effects of leaders' job crafting on employees' job crafting through leaders' job resources. These findings offer interesting implications for research on the trickle-down effect of job crafting from leader to their followers and for the management of employee crafting in teamwork.

[view paper \(if available\)](#)

Proximal Benefits of Providing Mentoring Support in Developmental Networks

Author: **Andrew Dhaenens**; UNSW Sydney

Author: **James Vardaman**; U. of Memphis

Although research widely acknowledges that mentoring has career benefits for protégés, the mentor's perspective has been notably understudied. Little is known about the ways in which mentors gain career benefits from providing mentoring support to others, particularly in developmental networks where mentoring is sourced from multiple individuals in an organization. With insights derived from social capital theory, we suggest that mentors create stores of social capital through which proximal career benefits are accrued. With respect to proximal benefits, we evaluate the unique effect of providing mentoring to others within a developmental network over mentoring received and other pertinent career criteria. Using a time-lagged study design, our results indicate that providing mentoring is positively related to a mentor's satisfaction, personal learning, and external marketability with developmental network centrality mediating these relationships. Theoretical and practical implications of these findings are also discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CM

Cooperation and Conflict in Teams (session 904)

In the Space Between the Group and the Individual: The Microfoundations of Intragroup Conflict

Winner of CM Division Best Paper Award - New Directions

Designated as a "Best Paper" for CM

Author: **Amanda Ferguson**; Northern Illinois U.

Author: **Stephen L. Jones**; U. of Washington, Bothell

Author: **Randall S Peterson**; London Business School

Author: **Pri Pradhan Shah**; U. of Minnesota

CM

OB

Rise After the Fall: Understanding the Process of Trust Restoration & Trust Repair (session 905)

Extant literature has shown that trust can provide both interpersonal and organizational benefits. Entities, however, do not necessarily start or continue to possess high trust in their relationships. Thus, understanding the process of restoring and repairing trust has both theoretical and practical implications. The purpose of this symposium is to showcase research on ways to improve low trust in relationships, which may result from low initial trust,

In order to make the study of team conflict tractable, scholars have historically assumed that intragroup conflict exists primarily at the team level. Emerging evidence suggests, however, that perceptions of intragroup conflict are oftentimes not uniform, shared, or static. This more dynamic and differentiated view of intragroup conflict raises questions about the origins of intragroup conflict and whether conflict emerges at the individual level, or in the space between the group and the individual (e.g., the dyad or the subgroup) and the performance implications of these different points of origin (i.e., individual, dyad, subgroup, and group). We address these questions in a field study investigating task and relationship conflict in manufacturing teams. The results reveal that only a small percentage of teams experience team-level task or relationship conflict, instead intragroup conflict commonly exists in that middle space at the dyadic-level, followed by the individual and subgroup-level origins. Additionally, only individual and dyadic task conflict origins positively predict team performance. In contrast, traditional measures of intragroup task conflict averaged to the group level negatively predict team performance. The results challenge current methods and theory in the team conflict literature and suggest that researchers must go beyond team-level conceptualizations of conflict.

view paper (if available)

Victorious and Hierarchical, Defeated and Flat: When Team Hierarchies Change Following Success (WITHDRAWN)

Author: **Christopher To**; Northwestern Kellogg School of Management

Author: **Taiyi Yan**; U. of Maryland R.H. Smith School of Business

Author: **Elad Netanel Sherf**; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

Hierarchies emerge as collectives attempt to organize toward successful performance. Consequently, the relationship between team hierarchies and team performance has been widely explored. However, extant research has conceptualized hierarchies primarily as static entities, examining how a hierarchy at one point in

recent trust betrayal, or long-standing low trust. As a group, the papers that comprise this symposium highlight the process and mechanisms of trust restoration (after low initial trust) and repair (after betrayal) at the individual and organizational level and in different contexts (such as police and nonprofits). With these papers, this symposium aims to extend the existing literature on the development and repair of trust and encourage more research in the field.

Correcting Initial Impressions of Untrustworthiness Through Information Seeking & Perspective Taking

Einav Hart; The Wharton School, U. of Pennsylvania
Michael Yu; Centre de Recherche du CHUM
Cleotilde Gonzalez; -

Police-Public Trust: A New Focus on Reciprocity

Roger C. Mayer; North Carolina State U.
Richard Wise; U. of North Dakota
Scott Mourtgos; U. of North Dakota and Salt Lake City Police Department
Holly O'Rourke; Arizona State U.

Repair of Organizational Trust After Stable Betrayal

Kinshuk Sharma; Purdue U.
David Schoorman; Purdue U.

Double Standards: Effects of Trust Repair Efforts from Nonprofit Versus Commercial Organizations

Matthew Hornsey; U. of Queensland
Cassandra Chapman; U. of Queensland
Heidi Mangan; U. of Queensland
Stephen La Macchia; Deakin U.
Nicole Gillespie; U. of Queensland

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

time relates to team performance at a later point in time. This approach tends to neglect a fundamental reality about hierarchies: they change. In this paper, we develop a theory about the dynamic relationship between team hierarchies and performance by suggesting that performance also serves as an important input that actively shapes hierarchies. Drawing on the exploration and exploitation framework, we argue that successful (unsuccessful) performance triggers exploitation (or exploration) which leads to an increase (decrease) in the degree of a team's hierarchy, an effect that is especially strong when the team already has a high degree of hierarchy. Utilizing recent advances in behavioral sensors as a proxy for team processes, we exploit fine-grained passing data from the National Basketball Association (NBA) to test our hypotheses. We observe how a team's hierarchy changes on a game-by game basis based on prior performance. Winning is associated with an increase in hierarchy, and this relationship is stronger among teams already high in hierarchy. We then explore the full cycle of performance-hierarchy-performance by testing how hierarchy affects subsequent performance. We conclude by highlighting how our theory and findings extend prevailing discussions in the hierarchy literature.

[view paper \(if available\)](#)

Intra-Team Hierarchy Triggers Inter-Team Competition: The Impact of Hierarchy on Team Negotiations

Author: **Sarah Doyle**; U. of Arizona

Author: **Seunghoo Chung**; Ohio State U.

Author: **Robert B. Lount**; Ohio State U.

Author: **Roderick Ingmar Swaab**; INSEAD

Organizations rely on teams to negotiate over the division and allocation of scarce resources (e.g., two departments discussing budget, space, and personnel needs). These teams are often organized hierarchically, such that they have a clear and designated leader with greater decision-making authority than the rest of the team. Existing work suggests that such hierarchical teams suffer from greater intra-team competition. However, it remains unclear from this research how hierarchical differentiation within teams affect the team's ability to compete and cooperate effectively with other

teams. Combining insights from the literatures on negotiations and social hierarchies, we propose that hierarchical differentiation within teams promotes a more competitive negotiation strategy between teams, which undermines joint gain and leaves valuable resources unused. We tested these predictions in two laboratory experiments involving 554 negotiating teams and find that hierarchical teams achieved lower joint gain than egalitarian teams because they adopted a more competitive strategy during the negotiation itself.

[view paper \(if available\)](#)

Top Management Team Faultlines: Examining the Faultline Activation and Transition Process

Winner of CM Division Best Student Paper Award

Author: **Ge Liu**; U. of Edinburgh

This study is to examine Top Management Teams' (TMTs) behaviour in the conflict escalation and conflict transition processes. It firstly examines the interplay between existing conflicts (i.e., task conflicts and relationship conflicts) and faultlines. The findings answer the question regarding under which conditions task conflicts and relationship conflicts may result in faultlines in TMTs. By creating a typology of triggers that activate faultlines and lead team members to polarise in TMTs, this study then identifies what the specific situations are in which faultlines are involved and how senior managers polarise based on their different interests and purposes.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

CMS

SIM

Debt and Slavery: A Short Film-Based Panel Symposium (session 907)

This symposium addresses the problem of debt bondage as a form of modern slavery. It involves panel responses to the showing of a short film

CMS

Gender, Bodies, Identities (session 906)

What is to be Done? Re-Examining Diversity in Business Cases Through Intersectional Thinking

Author: **Ellen Shaffner**; Saint Mary's U., Canada

entitled: "Debt: Of labour and Love". The film recounts the life and conditions of two workers in Indian brick kilns who are bonded to the debt owed to their employers and local lenders. It shows the disciplinary effects of debt. Panel presentations will use this film as the means of discussing a range of issues and challenges related to debt and modern slavery in various contexts and locations.

Asynchronous

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

Author: **Nicholous Mark Deal**; Saint Mary's U., Canada

Business cases are a featured pedagogy in many business schools. They are used in order to familiarize students with business problems, decision-making, and organizational best practices (Ellet, 2007). While cases are considered by many to be the gold standard for learning, long used by Harvard Business School (Bridgman, Cummings & McLaughlin, 2016), there has been an increasing focus in recent years on the lack of diversity in many popular cases (Symons & Ibarra, 2014). In this paper, we review a number of best-selling business cases produced by a Canadian case publisher in order to critically consider how diversity emerges in cases. We use an intersectional approach to surface the ways cases lack diversity from an intersectional perspective. We find that the cases lack diversity across six core ideas of intersectionality: inequality, relationality, power relations, social context, complexity and social justice (Collins & Bilge, 2016). We also reflexively discuss our research process throughout, and consider how we, as business school instructors, can problematize the use of normative cases in our classrooms.

[view paper \(if available\)](#)

Transformative Nature of Silence and Silencing of Emotions Within Family Business Context

Author: **Natalia A. Vershinina**; Audencia Business School

Author: **Peter Rodgers**; U. of Leicester

Author: **Kiran Trehan**; U. of Birmingham

In this paper, we demonstrate the transformative nature of silence and silencing of emotions within the organisational setting of family business. Whilst extant literature has focused narrowly on how silence represents manifestations of withdrawal, absence or resistance, we showcase the more productive aspects of silence, highlighting how individuals use silence strategically as a purposeful mechanism to continue engagement within a family business. Taking a conceptual lens of narratology, we build on Foucauldian discourses about power relations embedded in conversation infrastructure. Methodologically, using data generated from a

longitudinal, qualitative dataset of four family businesses, we uncover how individuals articulate the consumed meta-narrative of family business, which is inherently embedded within the power dynamics of their organisational setting. We argue that family firms are arenas in which power and emotions are intertwined and that family members find ways to accommodate commitment to the family and family business, through the strategic use of silence, which over-rides their own individual needs.

[view paper \(if available\)](#)

Turning Disability into a Business: Entrepreneurs with Disabilities' Anomalous Bodily Capital

Author: **Eline Jammaers**; U. Catholique de Louvain

Author: **Jannine Williams**; Queensland U. of Technology

In a time and place where being impaired is equated to being of lesser economic value, some people with disabilities take matters into their own hands by creating their own job and converting their bodily difference into bodily capital. This paper presents the stories of twelve such entrepreneurs with disabilities. Through a Bourdieuan lens and a focus on narratives, it theorizes when and how people come to see their embodied difference as a business advantage. Their entrepreneurial stories reveal how they respond to the demands of having to stand out through a novel offering, by mobilizing anomalous bodily capital, and fitting in, through enacting an entrepreneurial habitus, in order to be recognized as credible entrepreneurs. This analysis raises questions about which structural conditions favor the conversion of bodily into symbolic capital and which turn it into a negative, devaluating factor hampering business growth. Contributions are made towards existing literature by differentiating new forms of capital for a deeper understanding of inequality and examining the possibility of 'disability ghettoization'.

[view paper \(if available\)](#)

Senses of the Subject: How Confidence Acts as a Sublime Object of Neoliberalism

Author: **DARREN Thomas BAKER**; U. College Dublin
Author: **Deborah N Brewis**; U. of Bath, United Kingdom

Confidence has become an important, almost ubiquitous, part of organisational parlance and practice. Prior postfeminist critiques identify confidence as a highly gendered discourse that retrenches inequality, inciting women to focus on changing themselves rather than dismantling unfair structures of the gendered organization. This paper makes a contribution to this discussion by theorising the reasons why, despite going against the interests of women, confidence holds such a grip in the contemporary workplace that idealises gender equality. Drawing on the psychoanalytic ideas of Slavoj Žižek, the paper argues that confidence functions as a 'sublime object' within the neoliberal fantasy. In our analysis, we show how women become invested in confidence as it functions to cover over the traumatic Real of capitalism by promising its subjects relief from the anxiety of conflict between neoliberal logics and those of equality. We show that confidence provides a form of enjoyment (jouissance): a sensual return that sustains the possibility of recognition for women as neoliberal subjects. In parallel, traumatic senses of fear and disgust are projected onto Others who are perceived to transgress the logic(s) of confidence, and who thus threaten to reveal the contingencies of neoliberalism. By suturing the Real, confidence disarms political critique of the structural dimension of gender inequality. The paper concludes with a discussion of the implications of the sublime object of confidence for individual women, for gender equality, and for society and ethical modes of being.

[view paper \(if available\)](#)

Intersections of Gender and Age for Women's Restricted Career Progression in Indian ICT Sector

Author: **Aparna Venkatesan**; U. of Sussex

A plethora of studies have documented that women in Western contexts often do not choose to pursue computing education or enter ICT careers (Trauth, 2006). However, research on India offered a

different perspective that Indian women are increasingly choosing to study computing and enter ICT occupations (Gupta, 2015). Though masculine cultures of engineering observed in the Western contexts that are often cited as the main reason for women's turnover from ICT careers (Adya, 2005; Ahuja, 2002; Trauth, 2006) are not replicated in the Indian contexts (Gupta, 2015; Dhar-Bhattacharjee and Richardson, 2017); yet studies point that almost 48% of Indian women choose to exit ICT careers during junior to middle management transition (Gender diversity Benchmark (2011)). It is not clear as to why Indian women choose to exit ICT workforce (Ravindran and Baral, 2013) despite viewing ICT as gender neutral in the Indian context (Gupta, 2015). This study adopts an intersectional approach to understand the reasons behind Indian women's decision to exit ICT careers during junior to middle management transition. The study adopted qualitative methodology to interview 30 women participants who left ICT careers during junior to middle management transition. The study suggests that the women experienced less developmental opportunities due to 'life-course events clock', 'achieving career plateau due to minority religion status' and 'difficulties in approaching male mentors due to concerns for respectable femininity'. The study contributes to the literature suggesting the term 'life-course events clock' to be one of the important barriers for women's career in Indian context.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

GDO

Gender in Recruiting and Onboarding (session 909)

The Impostor Phenomenon as an Antecedent to Employment Negotiations

Author: Angelica Gutierrez; Loyola Marymount U.

The impostor phenomenon (IP) refers to high-achieving individuals' feelings of intellectual fraudulence and fear of being exposed as impostors. While the IP has been examined in the

GDO

Gender, Entrepreneurship, and Family Business (session 910)

Gender Diversity in Entrepreneurial Teams and Entrepreneurial Failure

Author: Kyoung Yong Kim; City U. of Hong Kong

Author: Riki Takeuchi; U. of Texas at Dallas

A majority of new entrepreneurial ventures go out of business within five years. Past studies have focused on factors that lower failure in new

psychology field using student samples, research on implications of this phenomenon for working professionals and work-related outcomes has started only recently. Across two samples of full-time employees, this research explored gender differences in the IP and its implications for job negotiations. Study 1 found that women experience impostorism more than men, and only women's propensity to negotiate a job offer was affected by the IP. Study 2 identified perceptions of their negotiation counterpart's competence as the underlying mechanism in the IP and negotiation propensity relationship. Higher levels of IP are associated with lower negotiation propensity. This is the first known research that identifies the IP as an antecedent to the initiation of negotiation and competence perceptions of the counterpart as a psychological mechanism.

[view paper \(if available\)](#)

Inequality in Hiring Decisions: Evaluating Recruitment Decisions with Discrete Choice Experiments

Author: **Inge Marije Brokerhof**; Vrije U. Amsterdam
Author: **Koen Füssenich**; PhD Researcher

Individual characteristics, such as gender, health and nationality, have often shown to influence recruitment decisions. This study employs the use of discrete choice experiments to investigate how different individual characteristics influence hiring decisions for equally qualified job candidates. Two-hundred-and-fifty-five HRM students in The Netherlands participated in fifteen trials where they had to choose between randomly-generated applicant profiles, which differed on: gender, age, nationality, mental health and physical health status. Afterwards, open questions assessed their experiences with the decision-making process. Results show that older age and stigmatized illnesses (e.g. having recurrent depressions; being HIV- positive) constitute the largest disadvantages for hiring decisions. Participants openly confessed to age-discrimination. This study sheds new light on inequality in hiring decisions and the value of discrete choice experiments to assess this.

[view paper \(if available\)](#)

ventures. One less-examined but vital element of new entrepreneurial survival is the role of gender in entrepreneurial teams. Bridging two different perspectives on gender diversity – the social categorization view and cognitive models of variation – and based on the gender leadership literature, we investigate the influence of gender diversity on entrepreneurial failure and its boundary conditions. Using panel data of 3,499 entrepreneurial ventures (N = 22,246), we found that gender diversity of venture teams was negatively related to entrepreneurial failure. However, in support of our predicted three-way interactions, primary owner gender (i.e., female) moderated the gender diversity-entrepreneurial failure relationship, and this moderating effect was further influenced by team size or male equity ownership. Specifically, gender diversity reduced the probability of entrepreneurial failure when the primary owner was female and team size was large or male equity ownership was high. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Entrepreneurial Resilience and Gender Differences: A Configurational Approach

Author: **Sibel Ozgen**; Florida International U.
Author: **Maria Lapeira**; Florida International U.
Author: **Seema Pissaris**; Florida International U.

From venture ideation to success, setbacks and failures are likely to happen. Being resilient in the face of adversity and having the ability to start again is critical to venture continuation and success. Using a sample of entrepreneurs from India, we explore pathways to entrepreneurial resilience for both men and women-led ventures. Uniting research streams from resilience and entrepreneurship, we provide an integrated examination of the gender differences in the entrepreneurial resilience process.

[view paper \(if available\)](#)

The Gender Gap in Start-up Funding: The Role of Investors' Benevolent Sexism

Best Student Paper on Gender, Diversity, &

When Words Matter: Communal and Agentic Language on Men and Women's Resumes (WITHDRAWN)

Author: **Linnea Ng**; Rice U.

Author: **Juan M. Madera**; U. of Houston

Author: **Stephanie Zajac**; -

Author: **Michelle Hebl**; Rice U.

Although significant advancements have been made, gender disparity in the form of unequal pay and underrepresentation of women in leadership positions and STEM fields still exists today. Research has shown that gender stereotypes can act as barriers for women aspiring to traditionally prototypically male or leadership positions, and the way women are portrayed by others (i.e., in line with gender stereotypes during the hiring process) can result in negative career-related consequences (e.g., Madera, Hebl, & Martin, 2009). However, we know little about how men and women portray themselves during the hiring process. That is, do men and women describe themselves in line with gender stereotypes? If so, how does this impact career-related outcomes? To address these questions, the aims of these studies included (1) to examine if differences exist in the communal and agentic language that men and women use on their resumes, and (2) to determine if language differences result in consequences for applicants. Findings provide a pattern of results that suggest that women use more communal language than do men when writing about themselves on their resumes. Furthermore, communal language use can negatively impact perceived leadership ability and hireability for women applying to prototypically male jobs.

[view paper \(if available\)](#)

It's Not Solely Gender-Filter but More of Gender-Age Filter

Author: **Aparna Venkatesan**; U. of Sussex

Women are vastly underrepresented in ICT education and careers in the western contexts (Trauth, 2006). However, research on Indian context

Entrepreneurship

Author: **Nhu Nguyen**; McGill U. - Desautels Faculty of Management

Author: **Ivona Hideg**; Schulich School of Business, York U.

Author: **Yuval Engel**; U. of Amsterdam

Female-led ventures tend to receive lower funding than male-led ventures, but the reasons for this gap require further attention and understanding. Drawing on the ambivalent sexism theory, we examine the effect of investors' benevolent sexist attitudes – their affection, idealization, and protectiveness toward women – on funding allocations for female- and male-led ventures. Specifically, we postulate that the more investors endorse benevolent sexism the less they are likely to view female-led ventures as viable, which, in turn, undermines funding allocations. Our findings in two experimental studies show that investors' benevolent sexism differentially impacts entrepreneurial outcomes of female- and male-led ventures, but in a slightly different manner than theorized. In Study 1 using a sample of undergraduate business students with entrepreneurial experience, we found that participants' benevolent sexism was related to greater viability perceptions for male-led ventures, but unrelated to viability perceptions of female-led ventures. In turn, these greater viability perceptions for male-led ventures were associated with higher funding allocation. In Study 2, using a sample of potential non-accredited investors in the US general public we found that this pattern of results was stronger among male than female investors. This research demonstrates that benevolent sexism subtly undermines gender equality in entrepreneurship by giving an advantage to male-led ventures, while the same advantage is not conferred to female-led ventures. We discuss implications for theory, practice, and male-centric approaches to the study of gender equality.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

points out to a different perspective indicating women's increasing participation in ICT education and careers (Gupta, 2015). Scholars studying women's careers in the Indian ICT's have argued that women view ICT as gender-neutral (Gupta, 2015) unlike the western contexts (Adya and Kaiser, 2005; Kelan, 2007a; Lewis et al., 2007). Indian women are also argued to obtain high parental support in studying computer education and entering ICT careers (Gupta, 2015; Raghuram, 2004). Although studies point out that women occupy 38% of the entry-level ICT workforce (Raghuram et al., 2018), research indicates that women are increasingly opting out from the ICT workforce especially during junior to mid-career stages. For example, recent research notes that almost 48% of the Indian women are choosing to opt-out during junior to middle-management transition (Gender Diversity Index, 2011). Ravindran and Baral (2013) cite that it is not clear exactly for what reasons women choose to opt-out, although scholars widely point out to the social and structural barriers to be the reasons for women's restricted career progression (Srinivasan et al., 2013). This is particularly intriguing considering the fact that Indian women experience an equal footing with men while entering the ICT sector (Catalyst, 2011). This study, therefore, aims to address this problem by exploring why Indian women decide to opt-out of ICT careers very early (Ravindran and Baral, 2014: 31; Srinivasan et al., 2013). This study adopts an intersectional approach to understand the reasons behind Indian women's restrictive progression in ICT careers during junior to middle management transition. The study adopted a qualitative methodology to interview 30 women participants who left ICT careers during junior to middle management transition. The study finds that intersections of gender with age have severely restricted women's access to structural opportunities that are crucial for their career development during junior to middle-management transition. Thus, the study contends that gender alone does not dictate women's restricted career path in the Indian ICT's, and that the intersections of gender with age equally restrict the women's access to crucial opportunities. The study contributes to the literature suggesting the term 'marriage-age penalty' to be one of the important barriers for women's career progression in the Indian context.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

Inclusion and Discrimination (session 911)

The Google Memo Gate: Negotiating Organizational Exclusion Under the Banner of Inclusion

Author: Milena Leybold; U. of Innsbruck

Author: Laura Dobusch; Radboud U.

Author: Leonhard Dobusch; U. of Innsbruck

While many large and well-known companies publicly advertise their commitment to values of diversity and inclusion, their sheer number of applicants forces them to continuously negotiate both premises for and actual exclusion decisions. By looking at a particularly public membership negotiation process at the company Google, we thus investigate the question how organizational exclusion is negotiated in the context of ideals of inclusion? Applying a 'communicative constitution of organizations' perspective, we find that de-/legitimization struggles of exclusion revolve around references to different inclusion ideals that are part of an overarching 'inclusion paradigm'. At the same time, our study highlights the relevance of inclusion ideals constituted outside and with only marginal contribution by individual organizations publicly committing to ideals of diversity and inclusion for their membership-related decision-making.

view paper (if available)

Three Pillars of Inclusive Leadership: A Paradox Approach

Author: Yang Yang; Rowan U.

Author: Wei Zheng; Stevens Institute of Technology

Although making members feel included is suggested to help teams and organizations to harness the benefits of diversity, little consensus has

GDO

OB

MOC

Increasing Support for Gender Equity in Organizations: Predictors and Interventions (session 913)

Examining the Influence of (Mis)perceptions of Other Men's Beliefs on Allyship

Lucy De Souza; U. of British Columbia

Toni Schmader; U. of British Columbia

Self-Identifying as Social Impact Leaders Motivates Support for Organizational Gender Balance

Clarissa Cortland; INSEAD

Zoe Kinias; INSEAD

Workplace Social Support Increases Commitment to Gender Balance: The Role of Professional Well-Being

Chiara Trombini; INSEAD

Zoe Kinias; INSEAD

Manager Gender, Bureaucracy, and Attainment: A Study of Careers

Wei Yi Ng; National U. of Singapore

Eliot Sherman; London Business School

Asynchronous

PRACTICE

INTERNATIONAL

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

been reached in terms of what is involved in inclusive leadership. Grounding on mechanisms that often cause senses of difference/similarity and inclusion/exclusion, we theorize inclusive leadership as concerning including differences in information, identity, and status. We further apply a paradox perspective to elucidate potential paradoxical tensions in each of the three pillars of inclusive leadership. Specifically, leaders may enact potential tensions between encouraging information heterogeneity and developing shared mental models when including information differences; between fostering a superordinate identity and affirming subgroup identities when including identity differences; and between promoting equality and providing differential treatment when including status differences. Moreover, these three sets of paradoxes are often interlocked so that triggering one set of tensions is likely to enact other tensions. We offer strategies to manage these tensions. The conceptualization contributes a novel perspective to research on inclusive leadership, diversity management, and organizational paradoxes.

[view paper \(if available\)](#)

Why Benefiting from Discrimination is Not Seen as Discrimination

Designated as a "Best Paper" for GDO

Author: **L Taylor Phillips**; NYU Stern

Author: **Sora Jun**; U. of Texas at Dallas

Discrimination continues to plague organizational life, creating inequities that harm workforce diversity, employee commitment, and organizational performance. While existing research has debated the roles of implicit and explicit prejudice in perpetuating discriminatory decision making in organizations, we offer an overlooked, complementary explanation for its persistence: favoring- framed discrimination is not recognized as discrimination. Specifically, we integrate research on inequity frames and the attribution to discrimination framework to theorize that discriminatory decisions that are described as favoring candidates, compared to disfavoring candidates, are less likely to be recognized as discrimination, because such decisions are perceived to be motivated by positive

intentions. We find support for our theory across a qualitative survey, an experience-sampling study, and two large-scale experiments (Studies 1a-3), investigating a wide range of contexts including race, gender, and citizenship status. We find that even trained experts in human resource management are less likely to recognize discrimination when described as favoring (Studies 4a-b), and the framing of the same discriminatory decision affects potential job applicants' job pursuit intentions (Study 5). This work contributes to a nascent perspective that advantaging mechanisms in organizations are critical: because individuals do not recognize favoritism as discriminatory, favoritism may especially contribute to the persistence of inequity.

[view paper \(if available\)](#)

Survival of the Fittest: The Role of Negotiated Inclusion

Author: **Caitlin Ray**; Darla Moore School of Business, U. of South Carolina

Author: **Patrick Flynn**; North Carolina State U.

Attention to inclusive practices, climates, and leadership has increased in recent years and we now understand that inclusion influences important outcomes such as organizational commitment, well-being, creativity, and job satisfaction. Although this research has shed light on the importance of inclusion as a topic, a focus on "top down" decisions designed to promote inclusion has meant that little attention has been given to how individuals actively navigate their environment to feel included. Our objective with this research is to explore this active individual process we coin "negotiated inclusion" defined as the dynamic process individuals take to satisfy their own needs for belongingness and uniqueness in desired groups. By integrating intersectionality and optimal distinctiveness theories, we use a unique qualitative data source to explore different profiles which illuminate the unique ways inclusion is achieved by individuals.

[view paper \(if available\)](#)

GDO

Sexual Orientation (session 908)**A Gay Male Leadership Advantage? How Agency Affects Evaluations of Gay and Straight Male Leaders**

Author: **John Morton**; Colorado State U.

The current research contributes to the ongoing debate of the effects of demographic characteristics on leadership evaluations, focusing on sexual orientation. As attitudes toward sexual minorities have rapidly changed in recent years, a more thorough understanding of the workplace experiences of sexual minority employees has become essential. The current set of studies examines perceptions of gay male leaders as a function of their agency or communality, which are two traits important to effective leadership evaluations. The three experiments considered whether gay male leaders displaying agency led to a gay male leadership advantage, as predicted by expectancy violation theory. In Study 1, participants rated gay male leaders as more agentic and less communal than comparable heterosexual male leaders. Study 2 showed that agentic gay male leaders were evaluated more positively than agentic heterosexual male leaders. No differences emerged for evaluations of communal gay or heterosexual male leaders. Study 3 showed the same pattern of results as Study 2, using a different type of leader (i.e., a political leader). The results of these studies support the existence of a qualified gay male leadership advantage. Implications are discussed in terms of expectancy violation theory and leadership opportunities for sexual minorities.

[view paper \(if available\)](#)

The Role of Non-Traditional Social Supports in Developing Lesbian and Gay Leaders' Authenticity

Author: **Stefan Karajovic**; York U.

This paper extends the social support, leadership,

HR

HRM and CSR (session 920)**Walk the Talk: The Effects of Firms' Multidimensional CSR on Worker Effort**

Author: **Nicolas Tichy**; LMU Munich

Author: **Lena Göbel**; LMU Munich

Author: **Steffen Burkert**; LMU Munich

This paper attempts to extend CSR scholarship by taking a fresh look at the multidimensionality of CSR: CSR has a corporate mission ("talk") and project ("walk") dimension, and entails economic, social, and environmental objectives. Based on signaling theory and the concept of "alignment", we hypothesize that worker effort is dependent on a firm's willingness to "walk the talk", i.e. to substantiate a CSR mission claim with a costly CSR project. Moreover, we expect stronger CSR effects when the mission and the project are aligned, such as when an environmental responsibility mission is supported by a project that focuses on environmental objectives. We present a pre-registered real effort field experiment with 406 workers on Amazon MTurk (AMT). We do not find significant differences between a number of CSR treatments and the control group, although manipulation checks reveal that the majority of the participants perceived and understood the treatments as intended. We discuss our findings in the light of previous research, draw implications for future CSR research, and discuss the adequacy of AMT as a research platform for CSR scholarship.

[view paper \(if available\)](#)

Internal CSR and Blue-Collar Workers' Attitudes and Behaviors in China

Author: **Nick Lin-Hi**; U. of Vechta (Germany)

Author: **Xiaohan Gao-Urhahn**; U. of Mannheim

Author: **Irmela Koch-Bayram**; U. of Mannheim

A plethora of studies demonstrate that corporate social responsibility (CSR) is beneficial for organizations. While these studies typically adopt a

and diversity literatures by proposing a model incorporating minority stress, non-traditional social supports, and psychological capital. It is suggested that lesbian and gay (LG) leaders have typically accumulated high levels of psychological capital (resilience, optimism, hope, and efficacy) due to the stigma-based stress they endure in their work and nonwork lives. The presence of non-traditional social supports in the form of same-sex spouses and the LGBT community further develop the leaders' psychological capital through the process of enrichment. The presence of high psychological capital is what allows for LG leaders to engage in authentic leadership.

[view paper \(if available\)](#)

Disclosure and Stereotype Congruence Among Gay and Lesbian Employees

Author: **Timothy Carsey**; Portland State U.

Author: **Lauren Sarah Park**; Portland State U.

Author: **Larry R. Martinez**; Portland State U.

Author: **Kelly Hamilton**; Portland State U.

Author: **Megan Snoeyink**; Portland State U.

Although past research has examined disclosure of sexual orientation in work settings, this work has yielded contradictory findings. The present research provides a clearer understanding of this phenomenon by acknowledging that one's gender expression (e.g., "butch," "fem," "masc") affects decisions to disclose, disclosure strategies, and others' reactions to disclosure. Our findings suggest that employees whose gender expressions are congruent with sexual orientation stereotypes (e.g., "butch" lesbians) disclose more readily and are believed more than stereotype-incongruent employees. Alternatively, stereotype-incongruent employees (e.g., feminine-presenting lesbians) signal their identities more, come out more formally, and are met with more resistance/disbelief than their stereotype-congruent counterparts (e.g., masculine-presenting lesbians).

[view paper \(if available\)](#)

Western perspective on CSR and are centered on white-collar employees, very little is known about Chinese blue-collar workers' reactions to CSR. In two studies, we investigated the outcomes of internal CSR (i.e. activities that serve the well-being of employees) for blue-collar workers in the manufacturing industry in China and show that internal CSR affects work-related attitudes and behaviors. In a cross-sectional study, we found that perceived internal CSR is positively related to job satisfaction, trust in management, and perceived supervisory support. To further disentangle cause-and-effect relationships, we conducted a field experiment. The results show that internal CSR information increases performance quantity and lowers complaints, but also lowers performance quality and does not affect workers' voice behavior. Our results further reveal that workers' attitudes toward ethics and social responsibility are an important moderator which strengthens some of the hypothesized effects.

[view paper \(if available\)](#)

CSR, Entrepreneurial Orientation, Citizenship, and Innovative Work Behavior

Author: **Sanjay Kumar Singh**; Abu Dhabi U.

Author: **Abdul-Nasser El-Kassar**; Lebanese American U.

Author: **Elissar Abdul Khalek**; Adnan Kassar School of Business, Lebanese American U., Beirut, Lebanon

This study examines how favorable employee work behavior can be achieved through their firms' engagement in socially responsible activities. Specifically, this study exploits employees' perception of support by their organizations and their inclinations to identify with their companies to explain the relationship between firms' engagement in socially responsible practices and employees' entrepreneurial orientation as well as their citizenship and innovative work behavior. The results show that engagement in socially responsible activities by firms leads to employee work citizenship and innovative behavior through their perception of support, identification and entrepreneurial orientation. This study deepens management academics' understanding of the fostering of employees' entrepreneurial orientation

The Role of Success Information in Changing Stereotypes of Gay and Lesbian Managers

Author: **Frank D. Golom**; Loyola U. Maryland

Author: **Isabel Bilotta**; Rice U.

Author: **Benjamin E. Liberman**; Columbia U.

Author: **Mateo Cruz**; Bentley U.

The purpose of this paper is to examine whether success information changes the nature of gay and lesbian managerial stereotypes. Previous research in the “think manager, think male” tradition has examined the content of gay and lesbian managerial stereotypes, with several studies finding that stereotypes of gay male managers, in particular, are seen as least leader-like compared to stereotypes of heterosexual male managers, heterosexual female managers, and lesbian managers. We report the results of an investigation examining participant ratings of these four target groups combined with success information on a number of stereotype trait dimensions. Findings indicate that the inclusion of the “successful” label changes the stereotype content of all four main target groups, with the greatest positive change being for ratings of gay male managers. Implications for research and practice are discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

and their innovative work behavior. Implications to practice are provided for practitioners working in organizations across various industries.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

Human Capital and External Hiring (session 915)

Magnetic Stars: Enhancing Organizational Recruitment Efforts Through Star Signaling

Author: **Ryan Terry**; Texas A&M U., Corpus Christi

Author: **Jeffrey E McGee**; U. of Texas At Arlington

Organizations—particularly those in human capital-intensive industries—that have fought the talent war with star employees, may have received less than they bargained for (Groysberg, Lee, & Nanda, 2008; Terry & McGee, 2016). Consequently, firms may seek other ways in which a star employee can contribute to organizational productivity and effectiveness. We

HR

Pay & Performance: Individual, Group, and Organizational Perspectives (session 917)

PFP Perception in Multi-PFP Form Environments and the Implications for PFP System Effectiveness

Author: **Sanghee Park**; Hongik U.

Author: **Michael Sturman**; Rutgers U.

Compensation research has generally considered pay-for-performance (PFP) perceptions in terms of how people feel and react to only a single PFP form or PFP systems as a whole, regardless of the complexity of the compensation system pertaining to the individual. Synthesizing construal level theory

suggest that organizations can leverage their star talent within the recruitment process—one of the most urgent problems faced by organizations today (Ployhart, 2006). The current study seeks to examine if and how stars may enhance organizational recruitment efforts. In a 2 (star present versus absent) × 2 (average salary or above average salary) factorial research design (n = 184), we find that the presence of a star employee signals organizational reputation to potential applicants in the external labor market which, in turn, increases applicants' attraction to the firm and the likelihood they will pursue the application process further. These results provide evidence that star employees can trigger signaling-based mechanisms early on in the recruitment process, leading to desirable organizational-level recruitment outcomes.

[view paper \(if available\)](#)

Rethinking the HR Architecture: Fiat Outside the Firm and Retained Decision Rights Inside the Firm

Author: **Oded Shenkar**; Ohio State U.

Author: **Alison Mackey**; Clarkson U.

Strategic HR scholars argue that workers who are core to a business should (1) be brought inside the firm in a traditional full-time employment relationship, and (2) be willing to submit to hierarchical fiat as a cost to being brought inside the firm. However, these arguments may no longer match current realities that reflect an increasing gap between core workers who are scarce in the external labor market and those who are not. Globalization and modularity of work decrease the bargaining power of core workers who are not scarce in the labor market, such that firms have begun attempting to push these traditional workers into external third-party roles. At the same time, organizational ecosystems, upskilling of work, and professionalization increase the bargaining power of other core workers who are often brought inside the firm yet are free from hierarchical fiat. These sociotechnical forces create new distinctions between strategically valuable workers, creating high- and low-power bargaining groups of core workers, where one group loses autonomy and stability, while the other gains both. We propose new views of governance mechanisms for managing

and expectancy theory, we provide insights into how employees develop complex conceptualizations of PFP when they have more than one PFP form at a time. We propose that (1) individuals shape PFP perceptions at different levels of mental construals, ranging from more abstract to more concrete; (2) concrete conceptualizations lead to specific, detailed, multidimensional perceptions of PFP form elements (i.e., expectancy, instrumentality, and valence) while abstract conceptualizations lead to more general perceptions with fewer perceived dimensions; and (3) the levels of the construals developed by individuals have different implications for PFP system effectiveness at the individual and organizational levels. We also discuss how this theoretical approach provides a structure for enhancing our understanding of modern pay practices that helps to close the gap that currently exists between compensation theory and practice.

[view paper \(if available\)](#)

Cognitive Implications of Over-Met and Under-Met Bonus Expectations

Author: **Xiang Zhou**; Nanyang Technological U.

Author: **Shuisheng Shi**; Hong Kong Polytechnic U.

The authors draw on expectation and emotion research to develop a model showing how bonus-relative-to-expectation (i.e., bonus pay above or below expectations) relates to emotions and cognitive performance. Two online experiments show that when bonus pay exceeds expectations, recipients feel more joy but not less hostility, but when bonus pay falls below expectations, they feel more hostility and less joy. Joy and hostility are then inversely related to cognitive performance. Behavioral activation systems (BAS) and behavioral inhibition systems (BIS) moderate the effect of emotions on cognitive performance, but confidence about expectations does not moderate the effect of bonus-relative-to-expectation on emotions. Organizations are advised to manage employee expectations so that bonus pay yields positive effects without interfering with cognitive functioning.

[view paper \(if available\)](#)

and leveraging core workers regardless of their employment status (i.e. “inside” or “outside” the firm) by drawing upon recent research around social cause, social capital, and professional interests.

[view paper \(if available\)](#)

Selecting for Retention: The Interactive Role of Coupledness and Mobility Frequency

Author: **Heidi Wechtler**; U. of Newcastle

Author: **Will Felps**; UNSW Business School, Australia

Author: **Colin Idzert Sarkies Lee**; Amsterdam Business School, U. of Amsterdam

Author: **Thomas W. Lee**; U. of Washington

It is valuable when making hiring decisions to be able to use objective biographical data from job applications to predict who will leave quickly – i.e., to select for retention duration. However, such objective factors do not play a prominent role in most turnover research or theory. We address this issue by drawing on theories of job embeddedness and career scholarship to develop hypotheses about how retention duration is predicted by mobility frequency (also known as “physical career mobility”), coupledness, and their interaction. Based on a sample of 7,830 employees, we find that retention duration is predicted by mobility frequency (negatively), coupledness (positively), and their interaction. Retention duration is also predicted by a number of other objective biographical variables – e.g., education, gender, and employment gap. Implications for research and practice are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HR

Recruitment (session 916)

Human Capital Hired from Traditional and Nontraditional Labor Markets: Individual-Level Differences

Author: **Etka Topaloglu**; Binghamton U.-State U. of New York

HR

Turnover and Leadership (session 919)

When Leader Departures Invoke Employee Turnover

Author: **Peter Hom**; Arizona State U.

Author: **Wei Shen**; Arizona State U.

Author: **Rory Eckardt**; Binghamton U.-State U. of New York

Human capital is an important resource that supports organizations to achieve a competitive advantage and superior firm performance. Extant research includes strategies and approaches for human capital acquisition; however, there is a room for research on how acquiring human capital from different labor markets affects the individual-level implications of human capital. This manuscript introduces the nontraditional labor markets idea and explores the human capital differences between nontraditional labor markets and traditional labor markets. We hypothesize individual-level outcomes of hiring from these labor markets and test our hypotheses with a unique dataset on Major League Baseball franchises. We find that selecting human capital through nontraditional labor markets is a slightly risky decision; however, these individuals need less human capital development time than individuals hired through traditional labor markets and hiring from nontraditional labor markets provide slight benefits with respect to reducing human capital acquisition costs. Future directions for research in human capital acquisition literature are discussed.

view paper (if available)

Whom Should You Recruit? New Hires, Task Interdependencies, and Firm Performance

Author: **Amit Jain Chauradia**; Indian School of Business

Author: **Daniel Tzabbar**; Drexel U.

Author: **Di Tong**; Drexel U.

External hiring infuses organizations with new skills and abilities, but also disrupts the firm's existing routines, both of which may have implications for the inclusivity of a firm and its subsequent performance. Since the relationship between recruitment and performance is not straightforward, we undertake a more nuanced examination of the impact of external recruitment on a firm's performance in two distinct empirical contexts: basketball teams and law firms. We theorize that the effect of external recruitment on a firm's performance depends on the type of recruit (rookie

Author: **Debra L. Shapiro**; U. of Maryland

Author: **Jungmin Seo**; California State U., Fullerton

Author: **Richard A Guzzo**; Mercer U.

Author: **HAIG NALBANTIAN**; Mercer U.

Extending Shapiro, Hom, Shen and Agarwal's (2016) theory on how voluntary departures by leaders initiate turnover among followers (aka "leader-departure [LD] effect"), we investigated the robustness of the LD effect and its potential moderators. Using Big Data (sampling over 100,000 employees across ten years), Cox regression (controlling a multitude of covariates) revealed that subordinates' turnover hazard increased fivefold when leaders quit. We also determined that leader effectiveness strengthens the LD effect. By contrast, we found that subordinates who received higher performance reviews, were recently promoted, or earned higher total compensation more likely to quit when leaders exit. Our findings sustain Shapiro et al.'s model, while disputing job embeddedness theory as leader embedding actions failed to attenuate LD effects.

view paper (if available)

The Roles of Transformational Leadership and Collective Turnover on Employee Turnover Decisions

Author: **Jinuk Oh**; U. of Guelph

Author: **Nita Chhinzer**; U. of Guelph

The present study attempted to address three questions that are part of the ongoing theoretical and empirical research on employee turnover: 1) Does transformational leadership act as a pull-to-stay factor? 2) Can turnover intention predict actual turnover behaviour? and 3) Does collective turnover act as a boundary condition for the link between turnover intentions and turnover behaviours? The data were generated from a survey questionnaire administered to salespeople working at dealerships of a Korean car brand in the Seoul Capital Area. To test our hypotheses, we used the Latent Moderated Structural equation approach. The results show the negative relationship between transformational leadership and turnover intentions and the positive relationship between turnover intentions and turnover behaviour. In addition, the results

vs. seasoned employee) and the type of task for which they are hired (core vs. non-core task). Contrary to the prevailing views suggesting that recruitment decreases performance, our findings suggest that the results vary by type of recruit, task and context. Specifically, external recruitment in the basketball context hurts a firm's performance, but it increases performance in the law context. Interestingly, across both research settings, the recruitment of rookies increases performance. The results diverge, however, when rookies are hired to conduct core tasks. In the NBA context, such hires reduce performance, while in the law firm context they improve performance. Hiring seasoned workers to perform core work subsequently reduces a firm's performance across contexts. Finally, in highly interdependent contexts, external recruitment, especially to perform core tasks, reduces performance, while for contexts with more modular work tasks, it is less disruptive.

view paper (if available)

If You Spend It, They Will Come: Recruiting Expenses, Reputation, and Human Capital Acquisition

Author: **Christopher Harris**; Texas Woman's U.
Author: **Lee Warren Brown**; Texas Woman's U.
Author: **Patrick Wright**; U. of South Carolina

In this paper we examine the role that recruitment expenses, organization reputation, and managerial reputation play on a firm's ability to acquire high quality human capital. Relying on signaling theory, we suggest that firms investing in recruitment expenses are better able to signal competence and quality to their recruits and that this will increase their ability to acquire high quality employees. Using a sample of NCAA football teams over a five-year period of time we find that recruitment expenses and organizational reputation do in fact have a direct effect on the organizations ability to acquire high quality human capital. Specifically, the results of multilevel analyses indicate that recruiting expenses predict year-by-year changes in the quality of human capital acquired and the team-level (between team) variable for current team success (organizational reputation) is a significantly better predictor of the quality of human capital acquired

demonstrate empirical support for turnover contagion as a mechanism for translating turnover intentions into turnover behaviour in the workplace. The successful investigation of these three questions has made timely and novel contributions to the areas of leadership and employee turnover.

view paper (if available)

Potential Negative Consequences of Leadership Development: Employee Withdrawal Behavior and Conflict

Author: **Stephen Woods**; U. of Liverpool Management School
Author: **Ying Zhou**; U. of Surrey
Author: **Sara M. Ahmed**; U. of Surrey
Author: **Filip Agneessens**; U. of Trento

This study examines potential negative human resource consequences of leadership development. To address the need for theoretical explication of such effects, we frame our study against a transformation-distribution model, in which we propose that the risk of negative outcomes is heightened when leadership development is transformational from an organizational perspective (i.e. results in organizational change), and is distributed widely in the organization (i.e. the proportion of leaders undertaking training is high). We examine the effects of the implementation of a leadership development programme with transformational objectives across a whole organization, analysing data on incidences of withdrawal (absenteeism) and conflict (formal grievances) over a four-year period. Our findings indicated that increases in the proportions of leaders undertaking development in nineteen service units of the organization over this period predicted increases in absenteeism and grievances raised by staff. Implications for theory in leadership development, and the management of development initiatives are discussed.

view paper (if available)

Three Types of Turnover and Team Performance: Three Distinctive Psychological Mechanisms

than the within-team variable for current team success. These findings suggest that while unstudied in the literature, recruitment expenses are, in fact, an important component in a firm's ability to acquire high quality human capital.

[view paper \(if available\)](#)

Family Friendliness Wins Over Potential Applicants?

Author: **Regina Dutz**; Technical U. of Munich

To be competitive and leverage their full innovative potential, organizations are in need to attract the best talents. Previous research indicates today's young professionals highly appreciate family and work-life related benefits, and that signaling family friendliness (e.g., in job advertisements) increases potential applicants' job pursuit intentions. However, why signaling family friendliness attracts applicants, and whether there are potential downsides and boundary conditions, has gained less attention in research so far. In this research, we investigate the mechanisms explaining effects of signaling family friendliness on job pursuit intentions. We suggest signaling family friendliness influences potential applicants' perceptions of both the organization and potential coworkers, and that effects on potential applicants' job pursuit intentions are dependent on their family and career role commitment. Our experiment (N = 382) overall supports our predictions: We find signaling family friendliness has a positive effect on job pursuit intentions via anticipated organizational support and justice, and via anticipated coworker cooperativeness; but a negative effect via anticipated coworker achievement-orientation. Participants' family role commitment enhanced the positive effect via anticipated organizational support, whereas their career role commitment enhanced the negative effect via anticipated coworker achievement-orientation and diminished the positive effect via anticipated coworker cooperativeness. Interestingly, there was no effect via anticipated coworker competence, emphasizing that anticipated competence and achievement-orientation should be treated as distinct constructs. We discuss the implications of our results.

Author: **Yeunjoon Kim**; U. of Cambridge

Author: **Tae-Youn Park**; Cornell U.

This research reveals three distinctive mechanisms through which different forms of turnover have impacts on team performance. In addition to the distinction between voluntary and involuntary turnover, the authors argue that the effects of involuntary turnover can be better understood by further classifying it into performance-driven involuntary turnover and misconduct-driven involuntary turnover. Supportive of the authors' hypotheses, the analyses of multi-source (team members, department head, archive records) and multi-wave (three waves) longitudinal data from 481 sales employees in 139 sales teams in a Korean company show that the three forms of turnover affect team performance through different mechanisms. Voluntary turnover has a negative effect on team performance via increased job demands and decreased team potency. Involuntary performance turnover has a positive effect on team performance via decreased job demands and increased team potency, whereas involuntary misconduct turnover has a positive effect via increased justice climate. The authors present implications for research and practice of their theory and empirical findings.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

Work Engagement and Employee Outcomes (session 918)

High - Low Engaged Employee Commitment and Citizenship Behaviour Examined with Moderated Mediation

Author: **Sangeeta Sahu**; U. of Lucknow, Lucknow, India

Author: **Madhuri Chauhan**; U. of Lucknow, Lucknow, India

This study examines the mediating and moderating variables through which human resource management practices are linked with behavioral outcomes. We developed and tested a moderated mediation model linking perceived HR practices to organizational commitment and citizenship behavior. Drawing upon the AMO framework that assumes HR bundles to influence outcomes, we explore through social exchange theory and self-determination theory the moderating effect of level of engagement and mediating effect of organizational commitment on HR practices and organization citizenship relation. The data of 401 employees working in government hospitals in India support this model. The findings suggest that the level of engagement of employees influences the relationship of HR practices on organization commitment which has been observed with the interaction effect. The implications for practitioners are discussed.

view paper (if available)

Work Engagement in a Digital Disruption Era New Job Demands and Resources

Author: **Jesus Enrique Juyumaya**; U. de Chile

Author: **Juan Pablo Torres**; U. of Chile

Job Demands and Resources (JD-R) approach provides a basic framework for understanding the

IM

GWU-CIBER Best Paper on Emerging Markets Finalist (session 922)

Exporting Despite Institutional Voids: The Role of Gender in Early Firm Internationalization

IM Division GWU-CIBER Best Paper on Emerging Markets Finalist

Author: **Marleen Elizabeth McCormick**; Butler U.

Prior research has emphasized that entrepreneurship is gendered and that institutions influence women's and men's entrepreneurial behavior differently (Giménez and Calabrò, 2018). For example, male entrepreneurs have been shown to be more opportunity driven, seeking to run high-impact firms, while female entrepreneurs have tended to be more necessity driven, running low-impact firms—those that do not grow on average (Davis and Shaver, 2012). Despite the vast amount of research focused on gender differences in entrepreneurship, there are still gaps in the literature. My main research question asks if there are differences in the exporting activity of emerging-market firms when there are female entrepreneurs and/or when there are female top managers as compared to their male counterparts. This research question is tested after first establishing that the firm has the means (innovativeness and size) to overcome the institutional voids.

view paper (if available)

More Money or More People? Institutional Distance, Slack Resources, and EMNE Internationalization

IM Division GWU-CIBER Best Paper on Emerging Markets Finalist

Author: **Saptarshi Purkayastha**; Indian Institute of Management, Calcutta

Author: **Roisin Donnelly**; Tilburg U.

Author: **Tatiana S. Manolova**; Bentley U.

role of several job resources and demands on employees' work engagement. This article discusses the evolution of the JD-R framework and how it can be adapted under different jobs, which are involved in big data and predictive analytics (BDPA). We extend the JD-R framework by including new job resources, new personal resource, and new job demand to address that are associated with digital technologies. We found two key mechanisms underlying this new JD-R framework: the adoption mechanism to collect data, and the mechanism to use such data to generate a digital business model. This study contributes to the literature by adapting the JD-R framework to new challenges of emerging technologies and their impact on work engagement.

[view paper \(if available\)](#)

Engaging Workers Broadening Work Meaningfulness: Social Purpose, Job Satisfaction, and Performance

Author: **Rita Bissola**; U. Cattolica del Sacro Cuore
Author: **Barbara Imperatori**; U. Cattolica del Sacro Cuore

Despite many efforts and organizational investments, results in terms of workers' engagement are still poor and questions regarding its antecedents continue to attract researchers' attention. Leveraging the literature on engagement and the recent research development on meaningfulness, our study aims to investigate the role of the perceived social impact of work as a source of meaningfulness, which may enhance workers' engagement. This project is based on a survey of 484 workers of 24 Italian social enterprises, a privileged research context in which social mission and market sustainability are joined together. Our results, developed through a multiple regression analysis, provide empirical support for the mediated positive effects of social meaningfulness of work on job satisfaction and individual performance through job engagement. They corroborate the fruitful possibility of combining apparent dichotomies, such as work and life domains, social and economic dimensions, individual and organization perspectives. They also demonstrate the appropriateness of the role of social issues as relevant sources of work

Author: **Linda F. Edelman**; Bentley U.

Multinational enterprises draw on their resources and experience to overcome institutional distance. While emerging market multinational enterprises (EMNEs) are relative latecomers to global competition and oftentimes lack superior technologies or brands, they may have other resources at their disposal, notably skilled and relatively low-cost labor, and deep pockets. Combining institutional theory and arguments around liability of foreignness with a Penrosian perspective of resources, we test for the moderating effect of two types of firm resources, financial and human resource slack, on the link between institutional distance and foreign market entry in a sample of 171 Indian computer software multinationals over 16 years. Findings suggest that financial slack is more important for EMNEs entering an institutionally developed market, but there is only limited support for the contention that slack in the form of human resources is more important when the EMNEs is entering an institutionally less-developed market.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

meaningfulness for diverse kinds of workers. The empirical evidence contributes to a better understanding of the role of social significance in work relationships with relevant theoretical and managerial implications both for social enterprise domain and for for-profit organizations.

[view paper \(if available\)](#)

The Outcomes of LMXD: A Comparison of Justice and Political Climate Explanation

Author: **Hae Sang Park**; Roosevelt U.

Author: **Haeseen Park**; King's College London

Leader-member exchange differentiation (LMXD) is common in organizations, yet it has shown inconsistent relationships with employee outcomes. In the current investigation, we apply a political perspective in an attempt to unravel the mystery surrounding the way in which LMXD influences employee task performance and organizational citizenship behaviors (OCBs). Using multisource survey data collected from 304 employees working in 62 work groups, we found that group political climate mediates the negative relationships between LMXD and employee work behaviors. The mediating effects remained significant after controlling for supervisory justice climate, which has been considered as the dominant mechanism in prior studies. Furthermore, we tested moderating effects of group political climate and indirect moderating effects of LMXD via group political climate on the relationships between individual-level LMX quality and members' work behaviors. Consistent with uncertainty management theory, we found that political climate strengthens the positive relationships between individual-level LMX quality and employees' task performance and OCB toward individuals and that LMXD indirectly moderates the relationships through group political climate. Supplementary analyses further verified the differential roles of group political climate and supervisory justice perceptions in explaining the consequences of LMXD.

[view paper \(if available\)](#)

Asynchronous

Innovation and International Management: Considering People (session 923)

Entrepreneur Foreign Study Experience and Firm Innovation: Institutions and Resources

Author: **Kaixian Mao**; Hong Kong U. of Science and Technology

Author: **Yaping Gong**; Hong Kong U. of Science and Technology

Research in the international business and social psychology literature has explicitly or implicitly adopted the intellectual capital or developmental perspective and demonstrated a positive relationship between entrepreneur foreign study experience and creativity and innovation. In a departure, we argue that entrepreneur foreign study experience does not necessarily benefit firm innovation. Adopting institutional and resource substitution perspectives, we examine conditions under which the positive relationship found in prior research may or may not hold. We argue that institutional forces condition the extent to which intellectual capital associated with foreign study experience benefits innovation, while resources via local connections and political participation substitute such intellectual capital. Using a unique large dataset of private firm entrepreneurs in China, we found that returnee entrepreneur participation in political system, membership in communist party, and firm Guanxi orientation weakened the positive effect of foreign study experience on firm innovation. Contrary to our prediction, local government support for private business attenuated rather than strengthened the relationship.

[view paper \(if available\)](#)

Business Incubators as International Knowledge Intermediaries: An Evolutionary Perspective

Author: **Qiuling Gao**; Beijing International Studies U.

Author: **Lin Cui**; Australian National U.

Author: **Yong Kyu Lew**; Hankuk U. of Foreign Studies

Author: **Zijie Li**; The U. of International Business and

Innovative Models in NGO Management and Corporate Culture (session 924)

What to do and what not to do in NGO cooperation: Snapshot from the field

Author: **Pierre El Haddad**; USJ Lebanon/ISEOR IAELyon

Author: **Veronique Zardet**; ISEOR, Magellan, IAE Lyon, U. Jean Moulin

Purpose - The non-governmental sector is fast growing in the developing context of the Middle East. Despite this growth, NGOs are faced with challenges of sustainability and credibility towards stakeholders, forcing them to work together. Despite decades of civil society experience, many cooperation attempts among Lebanese organizations fell short of their goals. This paper studies the dysfunctions in NGO cooperation, and brings field induced recommendations to tackle this problem. The research findings group cooperation dysfunctions under three major groups: strategic considerations in a fragmented landscape, adaptation of procedures, and developing a common language. Pragmatic recommendations were developed with actors from the field. **Design/methodology/approach** - Essentially inductive, a specific action research called intervention research was adopted to accompany fifteen active NGOs in framing cooperation dysfunctions and developing applicable solutions. **Findings** - The research identified major inter-organizational dysfunctions grouped under strategy, procedures, and language axes, and accompanied the organizations in conceiving a series of propositions to advance cooperation among them. **Originality/value** - The main contribution of the paper is the identification of holistic cooperation dysfunctions among non-governmental organizations in the specific context of the Middle East, and the production of actionable and instantly applicable solutions.

[view paper \(if available\)](#)

Economices

This research investigates how business incubators perform the role of knowledge intermediary to facilitate the international evolution of start-ups. The research adopts the evolutionary perspective of the firm, by employing the concepts of variation, selection, and retention. We collected and analysed interviews and archival data from five incubators from China that have international operations. The findings show that client and market-interface activities and the internal knowledge recombination practices of the business incubators facilitate the international evolution of start-ups. Those incubators as a knowledge intermediary provide start-ups with several mechanisms, including clustering and coaching of international clients, upstream and downstream networking in international markets, and client-market match-making internally. Business incubators serve as an efficient modality of internationalization for locally bound international knowledge and network scarce start-ups.

[view paper \(if available\)](#)

Knowledge Sourcing by Teams in MNCs: Geographic Dispersion and the Locus of Search

Author: **Susan Anne Hill**; Cass Business School, City U. London

Author: **Luiz Felipe Monteiro**; INSEAD

Author: **Anne-Katrin Neyer**; U. of Halle-Wittenberg

Author: **Julian M Birkinshaw**; 11393

Despite their increasing importance as sites of complex, knowledge-based work, research on knowledge search in multinational corporations (MNCs) has neglected the setting of geographically dispersed teams. Drawing on social interdependence theory, we argue that whether the members of a specific team predominantly source knowledge from internal or external sources is influenced jointly by their degree of dispersion and their team goals (cooperative or competitive). Multi-source survey data from 1,475 individuals in 48 teams, spread across 30 countries, within 15 MNCs, supported our propositions. The patterns of search that we observe, in turn, create challenges for the performance of dispersed teams.

From Information Overload to a Dialogical Corporate Culture

Author: **Helena Kantanen**; U. of Eastern Finland

Author: **Salla-Mari Rönkkö**; U. of Eastern Finland

Author: **Hanna P. Lehtimäki**; U. of Eastern Finland

Author: **Tojo Thatchenkery**; George Mason U.

This paper presents a case study that demonstrates how the organization development (OD) intervention of appreciative inquiry can be used to improve employee communication through positive discourse and employee engagement in a large fertilizer company that operates in Finland and 50 other countries. Analysis of interview data collected through focus group discussions shows how focusing on the positive, drawing on the strengths of the company, and genuine future orientation may support employee engagement and knowledge sharing. The results of this study demonstrate that a genuine appreciative dialogue consists of constructive feedback, face-to-face communication, and the feeling of being heard and appreciated as a member of an organization. Furthermore, the results show that appreciative dialogue created positive energy and enhanced Appreciative Intelligence® that could be channeled into organizational transformation and innovation. The study contributes to organizational theory and communication literature by emphasizing the benefits of an appreciative approach to developing organizational communication and authentic dialogue.

[view paper \(if available\)](#)

Building Sustainable Success with People: The framework of Caring Corporate Culture

Author: **Sari Kola-Nyström**; U. of Turku, School of Economics

Author: **Ulla Koivukoski**; U. of Turku, School of Economics

In today's knowledge intensive industries, success is built on people and their ability to work together and create value. Yet, organizational culture remains a fragmented and tacit subject and hence difficult to manage. While strategists, innovation management scholars, organizational and behavioral scientists have tried to get a grip of organizational culture, a

[view paper \(if available\)](#)

Home-Ecological Imprinting and Eco-Innovation in Foreign Subsidiaries (WITHDRAWN)

Author: **Palitha Konara**; U. of Sussex Business School

Author: **Carmen Lopez**; Southampton Business School, U. of Southampton

Author: **Vikrant Shirodkar**; U. of Sussex

Research on firms' eco-innovations – i.e. innovations in developing products or processes to avoid or reduce environmental harms, has been gaining momentum. In this paper, we use institutional and organisational imprinting theories to argue that multinational enterprises (MNEs) founded in countries with stronger institutions supporting ecological performance are more likely to carry out eco-innovations in their host subsidiaries. We also suggest that the manifestation of this imprinting effect may vary depending on the choice of establishment mode of the subsidiary (acquisition vs. greenfield) and by the subsidiaries' host experience. We find support for our imprinting based hypothesis using a sample of foreign firms operating in Spain, spanning the 13-year period 2003-2015. We also find that for acquired subsidiaries, the imprinting effect is weaker at the acquisition point, and this effect strengthens with the post-acquisition experience.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MH

History and Innovation (session 925)

Converting Inventions into Innovations in Large Firms

Designated as a "Best Paper" for MH

Author: **Natalya Vinokurova**; The Wharton School, U. of Pennsylvania

research gap exists in finding a simple and pragmatic framework for managing it. This study combines decades of management experience from global companies with thorough theoretical understanding of strategy and innovation management enhanced with organizational theory, leadership and behavioral understanding. As a result of this it characterizes caring as a dominant attribute of today's organizational culture and suggests foundation and agility as the two key dimensions for managing it. Building on the experience of the writers and enhancing it with recent theories, this study focuses on the actions needed to drive change. The result of the study, framework of caring corporate culture, helps to focus actions where it matters: Purpose, organization and individual. Purpose reflects the strategic direction of a company and ecosystem. Organization consists of leadership and management systems needed to build individual wellbeing and trust through aligned values. The framework is a comprehensive, yet simple and pragmatic tool to identify what matters in organizational culture and it can help people in all levels of the organization to take action in developing company culture towards being more caring.

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

MSR

CSR and Business Ethics (session 930)

Studies on CSR business ethics

Engaging Both Religions and Paradoxes in Leadership, Organization, and Society

How do large firms innovate? Strategy and innovation scholars view this process as one in which inventors generate new ideas (inventions) and managers turn these ideas into commercial products (innovations). Accordingly, studies of the inventors' role in the innovation process in large firms focus on the inventors' efficacy at generating novel ideas. At the same time, evidence suggests that many inventors also take an active role in commercializing their ideas. In this paper, we develop a perspective of the innovation process in large firms in which inventors get involved in the innovation process beyond idea generation to catalyze their firms' commercialization efforts for breakthrough inventions. Specifically, we document inventor efforts to convert breakthrough inventions into commercial products by attracting resources to their ideas. Using detailed case studies of how inventors at Xerox worked to commercialize office workstations, personal computers, and laser printers, we demonstrate how this resource-attraction process affects the conversion of inventions into innovations. We show that attracting resources required Xerox inventors to navigate through a series of organizational filters, some embedded vertically in the hierarchy and some horizontally across the different functions, and that inventors' interaction with these filters affected the commercialization of the inventions. Our findings highlight two approaches deployed by Xerox inventors—searching for organizational filters more favorable to their invention and shaping organizational filters to help promote the commercialization of breakthrough inventions. While searching leverages the heterogeneity of organizational filters in large firms, shaping requires the presence of evaluative uncertainty with respect to the appropriate filters used to evaluate a breakthrough invention.

[view paper \(if available\)](#)

Disentangling Tradition: How History Shapes an Organization

Author: **Carsten Christian Guderian**; Friedrich-Alexander U. of Erlangen-Nürnberg

Author: **Peter M. Bican**; Friedrich-Alexander U. of Erlangen-Nürnberg

Author: **Ali Aslan Guemuesay**; U. of Hamburg

This article engages both religions and paradoxes in leadership, organization, and society by zooming in on three types of paradoxes related to religion: paradoxes due to immanent boundaries, paradoxes due to diverse interpretations, and paradoxes due to emergent relationships. First, religion asserts an additional macro-level: transcendence. This belief, while socially constructed, offers a distinct means to engage paradoxes as it extends the boundaries of the worldly realm. Second, religion may result in contradictory interpretations among organizational members that can lead to new paradoxes amongst diverse understandings – even of the same faith. Third, religions have become global phenomena that are enlivened side by side and in new social terrains. They blend across diverse social systems and form novel emergent relationships. This creates new tensions and paradoxical encounters. The contraction and expansion of worldly, cognitive, and social boundaries then cause ex post and resolve ex ante persistent contradictions of interdependent elements.

[view paper \(if available\)](#)

A Missing Voice in Islamic Business Ethics: The Ulema of Islam

Author: **Farzad Rafi Khan**; Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC

Author: **Muhammad Osama Nasim Mirza**; Lahore Business School, The U. of Lahore

The Islamic business ethics (IBE) field has overlooked a major voice in Islam that has been active since its early days to the present time in articulating what many Muslims and non-Muslims consider to be authoritative positions of Islam on business and non-business issues. The voice being missed or overlooked is that of the ulema of Islam (orthodox religious scholars). To gain a more complete and inclusive understanding of Islam and business ethics we argue this voice perforce needs to include in the conversations taking place in IBE. Moreover, such an inclusion stands to enrich and extend the discussions in IBE by providing alternative perspectives that can challenge and

Tradition is the topic of intense public attention and scholarly debate, despite lacking elucidations of its constituents in management research. Precisely, tradition effects on firms are presupposed and discussed in absence of theoretical foundations. Based on historic views, we draw on sociological and philosophical research and transfer the theory of tradition to management research. We provide definitions, explanations, and examples to disentangle the components of tradition, traditum and tradere, as two distinct yet related prerequisites for the presence of tradition. We depict that traditum covers five dimensions with sixteen sub-dimensions to unfold. Tradere as the process of traditum transmission encompasses three elements over three generations. We conclude with a discussion of future research avenues and managerial implications based on our conceptualization of tradition.

[view paper \(if available\)](#)

The Use of History and Next-Generation Engagement in Family Firms

Author: **Andrew D A Smith**; U. of Liverpool
Author: **Nicholas Wong**; Newcastle Business School, Northumbria U.

Recent research on the Uses of the Past and Rhetorical History (Argyres, De Massis, Foss, Frattini, Jones, and Silverman, 2019) has shown that historical narratives can be powerful and persuasive tools in the hands of managers. Kammerlander and De Massis (2020) have called on “historical research” to be incorporated more fully into the theorizing process in family business research. Unfortunately, little has been written about how family firms use historical narratives, aside from the passing observation by Labaki et al. (2019, p.18) that “family myths” associated with a firm’s history can contribute to competitive advantage in family firms. We know that practitioners use history rhetorically in next-generation engagement, but we lack conceptual tools for making sense of this process. In this paper, we develop a theoretical model to broaden our understanding of how historical narratives are used in family firms to increase next-generation engagement. We identify three types of

refine the field’s understandings of what it takes to be Islam’s position on a particular business ethics topic. We demonstrate these contentions by presenting findings from a qualitative fieldwork interview based research study where we interviewed 50 ulema of Islam about their religion’s views on the ten principles comprising the UN Global Compact. Our findings reveal that orthodox Islamic scholars disagree with several principles of the UN Global Compact leading them to reject it as being compatible with Islam. These findings stand contrary to the overwhelming consensus in the IBE field that the UN Global Compact is compatible with Islam. Our findings thus illustrate the utility of including the voices of ulema in IBE research as doing so provide novel, fresh, and alternative perspectives on business ethics issues (e.g., the UN Global Compact) being discussed in this field.

[view paper \(if available\)](#)

Workplace Spirituality and Organisational Justice in Community Based Organization

Author: **Randhir Kumar**; Indian Institute of Management Calcutta

Author: **Biju Varkkey**; Faculty, HRM, Indian Institute of Management, Ahmedabad

Empirical studies on linking organisational spirituality and workplace outcomes in community-based business organisations is largely missing. By taking Mumbai Dabbawala Organisation (DBO) (India), as a case in point, the study highlights the role of workplace spirituality in creating a high performing work system with a unique notion of distributive justice. A well-developed spiritual workplace, such as DBO, have entirely different meaning of distributive justice, where individual level aggrandisement is replaced by larger group concerns. Workers tend to reciprocate and work towards achieving shared objective of larger societal good through their work. This research connects the distributive justice literature with workplace spirituality and argue that in community-based organisations integrating spirituality with work witness a higher commitment and performance levels of its workers.

[view paper \(if available\)](#)

rhetorical history and then discuss the circumstances in which we would expect each of these to be used strategically in next-generation engagement. We believe that our theoretical model will be useful to future empirical studies of next-generation engagement.

[view paper \(if available\)](#)

Field Dynamics as Chains of Intended and Unintended Consequences of Commensuration

Author: **Takahiro Endo**; Hitotsubashi U.

While the long-term perspective in the organizational analysis has advanced our understanding of field-level dynamics, it has not fully clarified the micro foundation of such dynamics. As a remedy, this article aims to embrace the development of evaluation criteria in the field, where qualitative differences come to be quantitatively evaluated under a criterion associated with one of the qualities. It empirically examines the long-term field dynamics concerning the portable electronic dictionary. Chains of intended and unintended consequences constituted the process of commensuration in the field, which witnessed silent persuasion and belated opposition.

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

The Civil Company: Civil Economy and Corporate Social Responsibility in Dialogue

Author: **Giorgia Diletta Nigri**; Libera U. Maria Santissima Assunta (LUMSA)

Author: **Roberta Sferrazzo**; Libera U. Maria Santissima Assunta (LUMSA)

Author: **Renato Ruffini**; U. Statale di Milano

Today there is growing need to overcome the traditional ethics of intentions and to develop an ethics of responsibility that judges the morality of a behavior considering its impact not only on the humanity living today but on the consequence bearers of the future, including all living beings and the earth. For this to occur, an integration of business ethics and spirituality in the workplace is increasingly necessary. Corporate Social Responsibility (CSR), which is intended to maximize positive societal externalities and welfare has done a good job in reducing harm, but it has only recently begun to shift toward a more holistic model that guides toward human flourishing. Companies that can cultivate this connection and are able to identify work as a human factor are able to naturally integrate Environmental, Social, and Governance (ESG) into corporate models. Starting from these premises the aim of this paper is to provide an understanding on the different Christian and Lutheran approaches of the notion of social responsibility and design an integrated framework helpful to shed new light on CSR strategies through a civil economics approach deeply linked to a Christian relational vision based on gratuitousness. To understand this idea, we analyzed the roots of the Protestant Anglo-Saxon capitalism and compared them with the Latin one. We then presented the Civil Economy approach and its historical roots, to shed light on CSR strategies from a Civil Economy perspective. We finally introduced an integrated Corporate Civil Responsibility (CCR) framework and highlighted practical implications for management and organization studies. We believe our contribution to the literature to be twofold. On one hand, we introduced a the new CCR model able to extend the knowledge on spirituality and business ethics literature related to CSR. On the other hand, we contributed to the Civil Economy debate by introducing a specific lens through which

CSR practices can be viewed.

[view paper \(if available\)](#)

**Spiritual Leadership, Ethical, and Philanthropic
Citizenship, Mediated by Professional Moral
Courage**

Author: **Khawar Sultana**; U. of Management and
Technology

Author: **Syed Ahmad Ali**; Assistant Professor, U. of
Management and Technology, Lahore

Author: **Haris Aslam**; Assistant Professor, U. of
Management and Technology, Lahore

Author: **Sana Afzal**; U. of Management and
Technology

In recent years, organizations have witnessed a formidable shift in employees' behaviors deeply rooted in a negatively charged work environment. This initiates a need for spiritual leadership to address organizational vice and challenges associated to employees' behavior. These behaviors subsequently reflect in employees' work outcomes and conform a penultimate connection of personal, environmental and behavioral factors. With this premise, our study encompasses an integrated framework of social cognitive theory and spiritual leadership theory to test the impact of spiritual leadership on employees' ethical and philanthropic citizenship behaviors through a mediating channel of professional moral courage. Data for this study is collected from four higher educational institutes (N = 320) with scales which are found reliable and valid for this context. Findings show that observed data fits the hypothesized model and conforms to criteria of model fit indices. The significance and effect size of the results indicate distinctive incremental variance in the dependent variables of ethical and philanthropic citizenship of behavior and proved the intervening effect of professional moral courage. The theoretical and practical implications along with future research directions are discussed subsequently.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Affect at Work (session 935)

Parent Affect Spin and Child Adjustment: The Role of Parent Job Characteristics

Author: **Tao Yang**; Purdue U. Fort Wayne
 Author: **Patricia Caulfield Dahm**; California Polytechnic State U.

Affect spin, or individual difference in intraindividual variability of qualitatively different affective states, has been linked to undesirable outcomes in the work sphere. Extending research on affect spin to the work-family interface, we examine the association between working parents' affect spin and their adolescent children's adjustment, with regard to psychological distress and delinquency. Drawing on genetic heredity and social learning perspectives, we propose that parent affect spin transmits to child adjustment through child modeling of parent affect spin. We further invoke resource drain theory and contend that the relationship between parent and child affect spin is exacerbated when parents work on jobs with high job demands (i.e., conflictual contact, irregular work schedule) and low job resources (i.e. low decision freedom). We test our model using multisource data of 127 dual-earner families with children (417 participants in total), in which parents' and children's affect spin are derived from a total of 13,970 experience sampling responses of affective states over seven days. Results from moderated mediation analysis largely support our predictions, but slightly different results emerge for fathers and mothers. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

An Examination of the Antecedents and Consequences of Customer Mistreatment

Author: **Long He**; York U.-SSB
 Author: **Ruodan Shao**; York U.-SSB
 Author: **YoungHo Song**; U. of Windsor
 Author: **Jungkyu Park**; Kyungpook National U.

Considerable research has documented the detrimental impact of customer mistreatment on service employees' well-being and behaviors.

Antecedents of Creativity (session 932)

The Role of Bricolage for Situational Constraints Affecting Daily Creativity Across Contexts

Author: **Stefan Razinskas**; Freie U. Berlin
 Author: **Matthias Weiss**; Ruhr-U. Bochum

Organizations more than ever demand their employees to be creative to ensure organizational performance and growth. Therefore, knowledge about the determinants of employee creativity is of substantial relevance. However, the literature is still inconclusive as to whether constraining employees facilitates or stifles employee creativity. We theorize that both assumptions are true, and that the consequences of constraints for employee creativity are dependent upon the individuals' personality (i.e., their tendency for bricolage) and their work context (i.e., having to work in an emerging versus developed country). To test our hypotheses, we collected cross-cultural experience sampling data in India and the United Kingdom. Results from hierarchical linear modeling (HLM) analysis of 2,405 daily observations from 310 individuals show that situational constraints facilitate (vs. hinder) creativity for those individuals who are good (vs. poor) at making do with whatever is at hand (i.e., bricolage). Moreover, our study reveals that this contingent role of bricolage for situational constraints translating into daily creativity is more critical in the emerging country context than in the developed country context. We discuss implications for theory development on employee creativity in light of these cross-cultural differences.

[view paper \(if available\)](#)

Disentangling the Creative Process: Differential Predictions of Radical and Incremental Creativity

Author: **Gerben Tolcamp**; Faculty of Economics and Business, U. of Groningen
 Author: **Tim Vriend**; U. of Groningen
 Author: **Bart Verwaeren**; U. of Groningen, Faculty of Economics and Business

Extending this research, we have integrated the conservation of resources theory and conflict management literature to investigate the antecedents and consequences of customer mistreatment and the boundary conditions around these effects. Specifically, we propose that when service employees have bad sleep at night, they are likely to experience negative affect in the next morning due to the loss of emotional resources, which in turn lead to their perceived customer mistreatment, and resulting in customer-directed sabotage on that day. We further propose that employees' problem-solving conflict management style could attenuate the effects of customer mistreatment on sabotage and the indirect effect of sleep quality on sabotage via negative affect and customer mistreatment such that these direct and indirect effects exist only among employees with lower (versus higher) problem-solving conflict management style. We conducted a daily diary survey to test our predictions among 88 call center employees on five consecutive working days. Our findings supported most of our predictions. Our research highlights the importance to consider employees' resource gain/loss at home when studying customer mistreatment and emphasizes the employees' knowledge and skills in attenuating the effects of customer mistreatment.

[view paper \(if available\)](#)

Loaded Language: Terminology Influences Attitudes Toward Emotions and People Expressing Them (WITHDRAWN)

Author: **Yochi Cohen-Charash**; Baruch College & The Graduate Center, CUNY

Author: **Manuel F. Gonzalez**; Baruch College & The Graduate Center, CUNY

Management researchers typically categorize and discuss emotions by referring to them as "positive" or "negative." This terminology may create value judgments of emotions, through which people perceive emotions and those experiencing them in a symmetrical manner (i.e., favorably judging positively-valenced emotions, unfavorably judging negatively-valenced emotions). We conducted three exploratory studies examining this assertion. In Study 1, we compared how people perceive valence-based terminology ("positive"/"negative"), relative to

Author: **Roni Reiter-Palmon**; U. of Nebraska, Omaha

Building on theories of sensemaking, in this study we demonstrate the importance of disentangling the creative process. Specifically, we show that the specific elements of the creative process (problem construction, information search and encoding, and idea generation) are differentially related to both antecedents and specific types of creative outcomes. Using survey data from employees and their supervisors from a variety of organizations, we found that leader creative expectations were more strongly related to idea generation than to problem construction and to information search and encoding. Job autonomy in contrast, was significantly related to problem construction, but not to information search and encoding or idea generation. Furthermore, we found that although idea generation is positively related to both radical and incremental creativity, problem construction is only positively related to radical creativity. We discuss implications for the study of the creative process and creativity in general.

[view paper \(if available\)](#)

How Does Identity Conflict Lead to Creativity? An Identity Control Theory Approach

Author: **Eren Akkan**; Ecole de Management Léonard de Vinci

Author: **Felipe Guzman**; IESEG School of Management

While previous literature has predominantly focused on the adverse impact of identity conflict for individuals and their work, we know little about its constructive influence on organizational functioning. To address this gap, we investigate how identity conflict leads people to be creative at work. Drawing on identity control theory, we propose that identity conflict sparks creativity by means of creative process engagement. We further suggest that this mediating influence is more prominent for those who have high levels of relational identification with their managers. We test our hypotheses across three studies: via an experiment, a cross-sectional survey, and dyadic survey dataset collected from the employees and their corresponding managers in three small and medium sized organizations. The

feeling-based terminology (“pleasant”/“unpleasant”) and found that valence-based terminology generally led people to evaluate things more symmetrically than feeling-based terminology, hence creating a larger value-judgment. In Study 2, we experimentally examined how using valence-based, feeling-based, or neither terminology influences perceptions of envy, anger, and the people experiencing them. In many cases, both valence- and feeling-based terminologies led to more symmetrical attitudes toward emotions and people, relative to using neither terminology. In Study 3, we investigated alternative terminologies for describing emotions. While none of the terminologies definitively mitigated value judgments, we tentatively advocate for researchers to adopt either a feeling-based (“pleasant”/“unpleasant”) or feeling-specific terminology (“pleasant-feeling”/“unpleasant-feeling”). We discuss how our findings inform managerial research, teaching, and practice, and broader implications for describing other management-related constructs (e.g., “dark” personalities) and research streams (e.g., “positive” organizational behavior).

view paper (if available)

Legacy Motives at Work: Creating Meaning and Increasing Job Satisfaction

Author: **Daniela Goya-Tocchetto**; Fuqua School of Business, Duke U.

Author: **Kimberly A Wade-Benzoni**; Duke U.

In this paper, we propose a novel and powerful way to create meaning in organizations and enhance job satisfaction by connecting two areas that have to date been studied only in parallel: the literature on meaningful work and job satisfaction, and the literature on the legacy motives. We present three studies (total N = 825) that shed light on a new mechanism for the creation of meaning and job satisfaction in organizations: the motivation to leave a legacy. In our first study, we show that the more people are motivated to leave a legacy, the more satisfied they are with their current work. In our second study, we investigate the mechanism underlying this relationship: life and especially work meaning mediated the association between legacy motive and job satisfaction. In our final study we provide experimental evidence for this causal

results support our hypotheses. Our findings contribute to the literatures on creativity and multiple identities.

view paper (if available)

We're in This Together: The Antecedents and Consequences of Creative Effort in Dyads

Author: **Jaclyn Perrmann**; Northern Kentucky U.

Author: **Amanda Christensen-Salem**; U. of Cincinnati

Author: **Suzanne S. Masterson**; U. of Cincinnati

In the past two decades, research on creativity has exploded. Creativity is regarded as essential to organizational and individual success (Amabile, 1996; George, 2007). We have learned much about how creativity is instilled in employees including which leadership styles drive creative environments, what motivating mechanisms assist in generating creativity, and what specific personality traits creative individuals likely possess (Zhou & Shalley, 2011). What seems to be missing is theory demonstrating how creativity-related encounters impact subsequent employee perceptions and behaviors. The creativity conversation has focused on "How do we increase organizational and individual creativity?" and "which factors enhance that process?" The proposed conceptual model adds to and changes the direction of this conversation by exploring dyadic relationships to examine how one partner's creativity might influence another partner's creativity, and the process through which those dyadic creative interactions influence subsequent employee behavior. This paper theorizes on the important role that dyads play in the process of expending creative effort and under what circumstances creativity between individuals may lead to differing behaviors at a future period in time. We focus on a potentially interdependent nature and examine situations under which (1) the extent to which creative effort is both an individually—through creative self-efficacy—and relationally constructed behavior, (2) the level of perceived interpersonal similarity between a partner and an actor plays a moderating role in creative effort between the two, (3) the amount of creative effort expended by one partner induces perceptions of social undermining or prosocial behavior based on

mechanism by successfully manipulating legacy motivations and showing how this manipulation led to increased levels of work and life meaning and job satisfaction. Collectively, our studies reveal that creating opportunities in the workplace to emphasize workers' contributions to future generations can be a powerful mechanism to foster meaning in organizational settings, providing new avenues for managers to create meaning and increase satisfaction in the workplace.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

an individual's goal orientation, and (4) the potential employee behaviors stemming from those perceptions.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Daily and Collective Job Crafting (session 933)

Daily Job Crafting Helps Those Who Help Themselves More

Author: **SungHyoung Hong**; Hanyang U.

Author: **Nayoung Kwon**; Hanyang U.

Author: **WOONHONG MIN**; Hanyang U.

Not all members are engaged in job crafting behavior in the same context, yet little research has addressed boundary conditions of daily job crafting. This study addresses these important issues and how the effects of daily job crafting vary depending on the work situation. We consider job autonomy and leader support as between- person level moderators and reveal how it affects the impact of daily job crafting on daily job satisfaction. Through the experience sampling method, we collected 946 days of data from 108 members for hypothesis testing. The analysis results showed that the main effect of daily job crafting and the cross-level moderating effect of leader support were significant, and the moderating effect of job autonomy was not significant. In particular, the positive effect of daily job crafting on daily job satisfaction was strengthened for members with low leader support. These findings highlight that leader support is an important social context to job crafting, and provides insights when members can get more

OB

Follower Role Orientations (session 936)

Fight or Flight? Followership Role Orientations as Predictors of Conflict Management Styles

Author: **Melissa Carsten**; Winthrop U.

Author: **Stephanie R. Seitz**; California State U., East Bay

Author: **Laurent Lapierre**; Telfer School of Management, U. of Ottawa

This study examines the relationships between subordinates' followership role orientation and use of cooperative, competitive, or avoidant styles when addressing conflict with a manager. Using a scenario-based survey methodology, we surveyed 181 full-time employees over two time periods to collect data on followership role orientation, impulse control, and conflict management style choice with a manager depicted in a hypothetical scenario. Results suggest that individuals with a co-production followership orientation were more likely to cooperate with their manager, while individuals with passive and anti-authoritarian orientations were more likely to compete with their manager and avoid conflict altogether. Impulse control moderated the relationship between passive orientation and use of a competitive conflict management style, such that those with as passive orientation were more likely to engage in conflict under conditions of

advantages from their daily job crafting.

[view paper \(if available\)](#)

Job Crafting Alone or Together? : Job Crafting, Collective Job Crafting, and Creativity

Author: **Hyunju Yoon**; Hanyang U.

Author: **Nayoung Kwon**; Hanyang U.

Author: **Min-Soo Kim**; Hanyang U.

Author: **WOONHONG MIN**; Hanyang U.

There is an extensive literature on job crafting on creativity but much less is known about how their creativity affect when team with high level of job crafting work together in team context. We use the term 'collective job crafting' to capture phenomenon of team members actively changing their jobs together. We examined how job crafting affect creativity both at individual- and team-level. We tested a cross-level moderating effect of team coordination on relationship between job crafting and individual creativity. Based on a sample of 481 team members with 108 teams, our results show that individual job crafting is directly related to individual creativity. As well as, collective job crafting indirectly affected team creativity through team coordination at team level. These results highlight how job crafting contributes to performance. Implications of our finding and future research directions are discussed.

[view paper \(if available\)](#)

Daily Recovery, Sleep Quality, Resilience, Job Crafting, and Subsequent Job Performance (WITHDRAWN)

Author: **Won-Moo Hur**; Inha U.

Author: **Yuhyung Shin**; Hanyang U.

Author: **Hansol Hwang**; Hanyang U.

Author: **Sang-Hoon Lee**; U. of Illinois at Urbana-Champaign

Despite the increasing importance of and demand for work-life balance and employee well-being, there is a dearth of research findings on the role of recovery experiences and sleep quality in proactive behaviors and job crafting among employees. Our study is the first to examine the relationships that overnight recovery experiences and sleep quality

low impulse control.

[view paper \(if available\)](#)

The Effect of Follower Role Orientations on Leader Outcomes: A Role-Centric Perspective

Author: **Ashita Goswami**; Salem State U.

Author: **Karoline Evans**; U. of Massachusetts, Lowell

Author: **Patrick Coyle**; La Salle U.

Author: **Gavriel Meirovich**; Salem State U.

Despite the recognition that a "follower-centric approach" is crucial to the leadership process, few studies have focused on how followers see themselves and their roles in the process. Building on followership and role theory research, we examine how different follower role orientations are associated with the development of quality social and psychological relationships between the follower and leader. In two studies, we establish a relationship between follower role orientations (co-production, passive, and anti-authoritarian) and psychological closeness with the leader and show indirect effects of types of role orientations on followers' influence on the leader and leader effectiveness. We build on these results to examine the influence of communication frequency as an important link between role orientations and psychological closeness and high-quality leader relationships. We contribute to the followership literature by showing that followers' inclusion in the process is not limited to upward influence but that role orientations are crucial to the development of relational aspects of the leader-follower relationship.

[view paper \(if available\)](#)

Can Anyone Lead and Follow? Leader and Follower Role Expectations among Supervisors and Subordinates

Author: **Adam J. Vanhove**; James Madison U.

Author: **Umamaheswari Kedharnath**; U. of Wisconsin, Whitewater

Leadership theory has evolved from viewing leaders as extraordinary and followers as submissive to

share with next-day job crafting and the underlying mediating mechanisms. Drawing upon the self-regulatory strength model, we predict that overnight recovery experiences and sleep quality will be positively related to next-day job crafting through next-morning resilience (i.e., mediator). We also develop a sequential mediation model within which daily recovery experiences and sleep quality predict subsequent job performance through daily resilience and job crafting (i.e., mediators). Ninety-one flight attendants responded to assessments twice a day across five consecutive days, and their job performance was measured three months later. The resultant data were used to test the proposed model. As predicted, overnight recovery experiences and sleep quality were positively associated with next-day job crafting through next-morning resilience. Furthermore, daily recovery experiences and sleep quality significantly predicted subsequent job performance (i.e., three months later) through daily resilience and job crafting.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

viewing both leaders and followers as vital contributors to the leadership process. As part of this evolution, an implicit assumption has emerged that anyone can lead. We begin to test this assumption by comparing leader and follower role expectations reported by 139 supervisor-subordinate dyads. We assess role expectations as a basis for understanding whether individuals are capable of leading and following because when an individual's expectations for a given role differ from others' expectations for that same role, the individual will be unlikely to meet the role expectations set by others. Measurement equivalence results show supervisors and subordinates conceptualize leader and follower role expectations in a similar manner. Findings also show non-significant differences between those sampled from supervisor and subordinate positions in reported follower role expectations but significant differences in reported leader role expectations, even after controlling for individual and dyadic-level variables indicative of role expectation refinement. Post hoc analyses show supervisor reports of leader role expectations to be more similar to low performing subordinates than to high performing subordinates. Follow-up analyses also show relatively stable leader role expectations when those originally sampled from supervisor positions were resampled from the subordinate position 18 months later. Together, these findings suggest that not anyone can lead. Findings have implications for leadership development and aptitude.

[view paper \(if available\)](#)

Supervisors' Early Perception of Newcomer Ingratiation and Relationship Development: A Dynamic View

Author: **Siting Wang**; Hong Kong Baptist U.

Author: **Haiyang Liu**; London School of Economics and Political Science

What factors contribute to the effectiveness of ingratiation in the interpersonal relationship development process has been investigated for decades. Research has demonstrated that whether ingratiation is perceived by others is the key to success. Perceived ingratiation generally results in undesirable consequences. The current study

focuses on the essential role of perceived ingratiation in the relationship development between supervisors and newcomers. Drawing from a cognitive perspective, the study proposes that supervisors are influenced by primacy effect which causes them to rely on their early perception of newcomers' ingratiation to decide whether to keep building relationship with newcomers across time. Supervisors with a strong desire to attract admirers (e.g., supervisors with high levels of self-enhancement tendency) are expected to continue interacting with newcomers whom supervisors perceived engaging in ingratiation. By conducting a four-wave longitudinal data collection of 159 supervisors and their newcomers, we used leader-member exchange (LMX) trajectory to reflect the dynamic aspect of the relationship development process. Results showed that even though supervisors' early perception of newcomers' ingratiation generally had negative effect on initial LMX, this negative effect of supervisors' perceived ingratiation on LMX trajectory could be buffered by supervisors' self-enhancement tendency. In addition, we found that controlling for initial LMX, LMX trajectory was positively related to several socialization outcomes. Limitations and future research directions are also discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Help Offers, Receipt, and Provision at Work: Individual and Team Perspectives (session 941)

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

MOC

SIM

Human Sustainability in Organizations: Physiological, Psychological, & Social Maintenance Approaches (session 945)

Asynchronous

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Incivility, Interruptions, and Communication at Work (session

OB

Influences of Work-Family Integration on Work Outcomes

939)

Pardon the Interruption: A Study of the Dark- and Bright-Side Effects of Daily Work Intrusions

Author: **Harshad Girish Puranik**; U. of Illinois Chicago

Author: **Joel Koopman**; Texas A&M U.

Work intrusions—unexpected encounters initiated by other people that interrupt ongoing work and bring it to a temporary halt (Jett & George, 2003)—are common in today’s dynamic workplaces. Prior research has focused on the task-based aspect of intrusions and cast them as negative events that harm employee wellbeing in general, and job satisfaction in particular (e.g., Keller, Meier, Elfering, & Semmer, 2019; Pachler et al., 2018). However, we suggest that apart from their task-based aspect, intrusions also involve a social component of interaction with the interrupter that can have beneficial effects for the interrupted employee. Using theory on self-regulation (e.g., Baumeister & Vohs, 2016), we hypothesize that while an intrusion’s self-regulatory demands of switching tasks, addressing the intrusion, and resuming the original task can deplete self-regulatory resources, the interaction with the interrupter can simultaneously lead to high levels of belongingness. Self-regulatory resource depletion and belongingness will, in turn, mediate the negative and positive effects of work intrusions on job satisfaction, with belongingness further hypothesized to buffer the negative effect of self-regulatory depletion on job satisfaction. Results of our 3-week experience sampling study supported these hypotheses at the within individual level. Overall, by extending focus onto the social component of work intrusions, unpacking the bright side of daily intrusions, and explaining the psychological mechanisms that transmit the dark- and bright-side effects of intrusions onto job satisfaction, we extend the current work intrusion literature by providing a more comprehensive and balanced view of work intrusions

view paper (if available)

Looking at the Bright and Dark Sides of Team-Member Exchange

Author: **Motohiro Nakauchi**; Aoyama Gakuin U.

(session 938)

It Runs in the Family: A Goal Orientation Perspective on Parental Influence to Leadership

Author: **Xue Zheng**; China Europe International Business School (CEIBS)

Author: **Jiing-Lih Farh**; China Europe International Business School (CEIBS)

Author: **Sebastian C. Schuh**; China Europe International Business School (CEIBS)

Author: **Katherine Xin**; China Europe International Business School (CEIBS)

The majority of extant leadership research has focused on leaders’ stable traits and experiences in adulthood to understand the antecedents of leadership behaviors. By taking a developmental perspective, our research builds on implicit leadership theory and goal orientation theory and proposes an integrated model of leadership development that specifies the link between parenting styles received by leaders while growing up and leadership behaviors exhibited to their followers in their adulthood. In a survey conducted among Chinese executives and their team members working in a variety of different organizations, we found that authoritarian parenting leads to authoritarian and autocratic leadership styles through the mediating role of performance prove-goal orientation while authoritative parenting leads to developing and benevolent leadership through the mediating role of learning goal orientation. These findings suggest that parenting styles have far-reaching effects on leadership behaviors. We hope that our study provides a platform for future research by drawing attention to the previously under-examined developmental antecedents of leadership development.

view paper (if available)

Under the Eye of the Family: Exploring Family Relationships at Work

Author: **Alina McCandless Baluch**; U. of St Andrews

Organizational scholars identify positive results from working alongside “particular” coworkers. In contrast to formal, separable relationships (e.g., coworkers, supervisory relationships), we focus on

Author: **Joseph B. Beck**; Shippensburg U.

Our research explores the possibility that team-member exchange (TMX) quality may have positive as well as negative effects upon in-role task performance, creativity/innovation, and individual-oriented citizenship behavior (OCBI); a possibility suggested by, but rarely investigated by, scholars engaged in prior research into this subject matter (e.g., Bolino et al., 2013, Mackenzie et al., 2011). Specifically we have asserted, and tested, the hypotheses that the relationships between TMX quality and the afore-mentioned measures of individual performance are curvilinear, exhibiting inverted U-shape relationships in which the various measures of individual performance initially increase as TMX quality increases; eventually however, those relationships will reverse, such that at higher-levels of TMX quality negative relationships between TMX quality and these measures of individual performance will present themselves.

[view paper \(if available\)](#)

Are You Listening? The Effects of Challenge and Hindrance Stressors on Effective Communication

Author: **Eryue Teng**; Harbin Institute of Technology

Author: **Li Zhang**; Harbin Institute of Technology

Author: **Ming Lou**; School of Management, Harbin Institute of Technology

Drawing upon the job demands-resources (JD-R) model, we examined the effects of challenge and hindrance stressors on effective communication and the jointly moderating effects of supervisor communication and employee's active listening. Results from a sample of 238 employee and their 50 supervisors indicated that challenge stressors were positively related to effective communication and this positive effect was amplified by supervisor communication. Moreover, hindrance stressors were negatively related to effective communication, and this negative effect was buffered by supervisor communication. More importantly, the buffering effect of supervisor communication was amplified when employees' active listening was high. Theoretical and practical implications were discussed.

inseparable relationships in our study of family relationships at work. Scholars have emphasized these family relationships as providing socio-emotional benefits. At the same time, social identity theory suggests that individuals experience a situated struggle over multiple selves at work as they try to negotiate individual and relational demands, alongside competing organizational norms, managerial prescriptions and conflicting role expectations. Against this context, we examine how individuals experience their family relationships at work and establish their 'situationally salient' self in family relations at work. Our qualitative study of 48 employees belonging to 19 family groups in the same company indicates that family relationships are distinguishable from other inseparable relationships in that they are composed of interactions based on family support. In addition, they have a monitoring function and are governed by family norms which are experienced as being "under the eye" of the family. Our findings further demonstrate that individuals seek to establish their situationally salient self in these family relationships by having an interdependent or independent self-construal. We offer a 'family at work' framework that highlights how establishing a situationally salient self results in two paths to social enrichment and theorizes the conditions under which family relationships at work can amplify rather than attenuate social enrichment.

[view paper \(if available\)](#)

An Attachment Examination on Supervisors' Early Family Environment and Subordinates' Work Outcomes

Author: **Daiheng Li**; School of Economics and Management, Beijing Jiaotong U., China

Author: **Mingyu Zhang**; Beijing Jiaotong U.

Author: **Wenbing Wu**; -

Existing studies mainly explore the influence of organizational environment on supervisors' treatment of their subordinates. However, few have examined the relationship between supervisors' early family environment and their treatment of their subordinates. Employing attachment theory, in this study, we explore how supervisors' early family environment affects their subordinates' work

[view paper \(if available\)](#)

How Humble Employees Mitigate Workplace Incivility: Role of Humility Composition and Humility Norm

Author: **Chia-Yen Chiu**; U. of South Australia
Author: **Jennifer Ann Marrone**; Seattle U.

The present study aims to explore the social oil function of humility to argue why having many humble people in a workgroup can help to diminish the occurrence of workplace incivility. Relying on the dynamic team personality theory and trait activation theory, we hypothesize that groups with a high mean and low diversity on members' humility can particularly converge a strong collective humility norm, which in turn reduces the occurrence of uncivil events. We further argue that although in general humble individuals are less likely suffered from uncivil treatments, this beneficial effect of being humble would be weakened neutralized if there is a low collective humility norm. Using a sample composed of 83 professional work teams in Taiwan, we find support to our proposed theoretical model. Our study contributes to the respective literature on workgroups, incivility, and humility by identifying both dispositional and situational antecedences of workgroup incivility and by demonstrating the joint effects these antecedents have on mitigating individuals' experienced workplace incivility. The research findings also yield important implications for team building and team management.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

outcomes. With 334 matched supervisor-subordinate pairs from a large manufacturing company, we find that supervisors' harmonious family environment has a positive influence on subordinates' outcomes through the mediating effect of supervisors' positive working models of others and caregiving behavior. If supervisors have a conflicting family environment, by contrast, it has a negative influence on subordinates' outcomes through the mediating effect of supervisors' negative working models of others and aggressive behavior. In addition, supervisors' family commitment strengthens the effect of supervisors' early family environment on their internal working models. Theoretical and practical implications of these findings are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Latest Findings Using Conditional Reasoning: Faking, Risk-Propensity, and Aggression (session 942)

Presentations included describe the latest research in measurement of implicit individual differences as

OB

Leadership, Teams, and Creative Behavior (session 934)

How Paradoxical Leaders Influence Team Creativity in Ambidextrous Environment: The Role

framed within the paradigm of conditional reasoning (CR). Primary focus is on faking detection in conditional reasoning tests (CRTs) of creative personality and achievement, novel measurement development, and practical application of the CRT for aggression. Supporting data will be presented for five projects.

Faking Detection in Conditional Reasoning Tests of Creative Personality and Achievement Motivation

Jeremy Lee Schoen; U. of Auckland
Jaime Leigh Williams; U. of Mississippi
Sydney Reichin; Pennsylvania State U.
Rustin Meyer; Pennsylvania State U.

Conditional Reasoning Test for Risk Propensity: Validation with Nursing Student Sample

Alexa J. Doerr; Towson U.
Daniel J Svyantek; Auburn U.

An Exploratory Study of Lying on Resumes

Justin A. DeSimone; U. of Alabama
Gargi Sawhney; Auburn U.

Situational Cues Matter: Justice, Aggression, and Positive Workplace Outcomes

Jaime Leigh Williams; U. of Mississippi
Susan M. Stewart; Western Illinois U., Quad Cities
H Kristl Davison; Appalachian State U.

Predicting Insufficient Effort Responding with Implicit Aggression

Ye Ra Jeong; Radford U.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

of Group Harmony

Author: **Robin Mengxi Yang**; School of Economics and Management Tsinghua U.

Author: **Yuying Lin**; School of Economics and Management, Tsinghua U.

Paradoxical perspective regards the seemingly opposite two sides as a harmonious whole, which sheds light on combining diversity and harmony to explore the antecedents of creativity. Therefore, an emerging line of research begins to integrate the paradoxical perspective into creativity literature. Drawing on yin-yang paradoxical perspective and social information processing theory, we develop and test the influence of paradoxical leader behavior (PLB)— leaders' seemingly opposing yet interrelated behavior that aims to meet competing demands in workplace—on team creativity through group harmony. Across analysis of multisource and time-lagged data of 224 teams with 541 employees, 224 leaders and 19 regional managers in study1 and 94 teams data with 94 leaders and 222 team members of entrepreneurship teams in China in study 2, we find that PLB is positively related to group harmony, which in turn contribute to team creativity. Moreover, ambidextrous environment (i.e., dynamic and competitive environment) moderates the indirect relationship between PLB and team creativity through group harmony. Theoretical and practical implications are discussed.

view paper (if available)

Stuck in the Past or Striving for the Future? When Leader Narcissism Trigger Team Radical Creativity

Author: **Huan Cheng**; Huazhong U. of Science and Technology

Employing a construal level framework, the current research examines how leader narcissism and leader future orientation interact to shape leader willingness to cannibalize, and the downstream implications of these effects for team radical creativity. Data from a multisource (leaders and followers), time-lagged survey of 82 teams shows that the interaction of leader narcissism and leader future orientation is associated with team radical creativity via leader willingness to cannibalize. Specifically, narcissistic leaders having future

orientation particularly prefer to cannibalize, and the willingness to cannibalize helps increase team's radical creativity as a result.

[view paper \(if available\)](#)

Selecting Lead Creators' Ideas for Team Creativity?
Team Learning Goal and Advice Network
Centrality

Author: **Yingjie Yuan**; U. of Groningen, Faculty of Economics and Business

Lead creators – the most creative members within a team has been viewed as an important source of team creative successes, particularly when possessing high levels of individual creativity. Yet existing studies showed that people are often reluctant to pursue highly creative ideas and teams may fail to benefit from lead creators' ideas regardless of their creativity. Little is known about when and how lead creators' ideas get adopted by teams and in turn advance team creativity. The present study integrates the motivational perspective and the social network process to propose the moderating role of team learning goals on team selection of lead creators' ideas and the mediating role of lead creators' advice network centrality, and further examines the performance impact of such selections. Based on a sample of 49 organizational teams, this study showed that: (1) team learning goals promote the positive relationship between individual creativity of lead creators and team selection of their ideas; (2) advice centrality of lead creators translates this joint impact of lead creators' individual creativity and team learning goals on team idea selection; and, (3) this joint impact on team selection of lead creators' ideas further advances team creativity.

[view paper \(if available\)](#)

Gatekeeper or Innovator: When do Supervisors
Ostracize Creative Employees?

Author: **Si Li**; Zhongnan U. of Economics and Law

The burgeoning research interest on evaluation of creativity have mainly focused on the assessment of

the technical content, the novelty and usefulness of creativity. The present study examines how the nontechnical aspect, like the power dynamics associated with creativity, influence supervisor's evaluation and reaction toward employee creativity. Drawing upon the evolutionary leadership theory and social influence theories, this study aims to examine supervisor's actual reactions toward employee creativity. The author proposes that whether supervisors will feel threatened or not depend on focal employee's political skill. Specifically, employee creativity with low political skill will positively relate to supervisor's feelings of threat. Further, supervisor's feelings of threat are hypothesized to relate to supervisor ostracism positively. Moreover, the author proposes that there also exists a moderated mediation effect of employee's political skill. A three-wave investigation with a sample of 199 supervisor-subordinate dyads supported our hypotheses. Implications of the model are described and future research directions are suggested.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

The How and Why of Abusive Supervision (session 931)

Holding Abusive Managers in Contempt: Why and When Abusive Supervision Begets Interpersonal Justice

Designated as a "Best Paper" for OB

Author: **Su-Ying Pan**; Macau U. of Science and Technology

Author: **Ying Xia**; Nanjing U.

Author: **Katrina Jia Lin**; Hong Kong Polytechnic U.

Research has demonstrated the social learning and trickle-down effect of abusive supervision in organizations. Our study proposes a novel perspective to highlight the agentic role of the abused supervisors in leading in a more positive manner. Drawing on affective event theory and the

OB

Withdrawal and Turnover (session 937)

Leader Favorable Feedback and Withdrawal Behavior

Author: **Zhou Jiang**; Flinders U.

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

This study investigates why and when leader favorable feedback inhibits employees' withdrawal behaviors. Integrating affective events theory and the moral affect theory of gratitude, we propose that leader favorable feedback reduces employees' withdrawal behaviors via employees' gratitude toward the leader. We further posit that this mediation is contingent on leader-member exchange, arguing that as the quality of leader-member exchange increases, employees who feel grateful for leader favorable feedback become less

social function of contempt, we develop an emotion-based model to examine why and when abused supervisors demonstrate more interpersonal justice toward their subordinates. Across two field studies with data collected from two cultures (i.e., China and the UK) using two types of research design (i.e., dyadic design and time-lagged design), we find that experiencing abusive supervision (i.e., abusive manager behavior) induces supervisors' contempt of their abusive managers, the feeling of which further motivates those supervisors with higher moral attentiveness to morally differentiate themselves from their abusive managers and display more interpersonal justice toward their subordinates. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Obsessive Work Passion as a Conduit between Work-Contingent Self-Esteem and Abusive Supervision

Author: **Marina Astakhova**; U. of Texas at Tyler
Author: **Violet Ho**; U. of Richmond

Building on self-determination theory and the dualistic model of passion, the study proposes two alternative perspectives to understanding antecedents of abusive supervision. The subordinate-induced perspective suggests that the subordinates whose self-esteem is contingent on their work performance are more likely to be obsessively passionate about work, which then makes them targets of abusive supervision. The supervisor-induced perspective proposes that supervisors whose self-esteem is contingent on work performance are also more likely to experience obsessive work passion and, in turn, engage in abusive behaviors toward subordinates. Results of mediation analyses in a supervisor-employee matched sample of healthcare professionals provided support for both perspectives. We discuss the implications of our findings for research in contingent self-esteem, abusive supervision, and work passion, as well as for managerial practice.

[view paper \(if available\)](#)

likely to withdraw from work. Two-wave, multisource field data collected from 668 employees supported our hypotheses. Specifically, employees' feelings of gratitude mediated the negative relationship between leader favorable feedback and employees' withdrawal behavior, even after controlling for employees' positive affect as an alternative pathway. The negative effect of gratitude on withdrawal behavior was stronger under higher levels of leader-member exchange, as was the indirect effect of leader favorable feedback on withdrawal behavior via employees' gratitude. These results contribute to a social exchange-based understanding of the moral emotional mechanism underlying the feedback and withdrawal relationship and provide important practical implications for managers.

[view paper \(if available\)](#)

Creating Your Own Survival Guide to Becoming an Employee Downsizing Survivor (WITHDRAWN)

Author: **Michael Halinski**; Ted Rogers School of Management

Author: **Janet Boekhorst**; U. of Waterloo

Author: **Jessica Good**; York U.

This research investigates how employees' motives and behaviors can affect their chances of becoming a downsizing survivor. Drawing on resource allocation and social exchange theories, we propose a serial mediated relationship between self-concern and employee downsizing survival via creativity (i.e., incremental, radical) and, in turn, job performance. This conceptual model is tested using a unique four-wave, three-source dataset (n = 186) where data were serendipitously collected months before a major unexpected layoff. Linking this survey research to data that identified those who were downsized revealed that self-concern exerts (a) a positive, indirect effect on employee downsizing survival via incremental creativity and subsequently job performance, and (b) a negative, indirect effect on employee downsizing survival via radical creativity and subsequently job performance. Theoretical and practical implications of how employees' motives and behaviors can provide opposing influences on their downsizing fate are discussed.

[view paper \(if available\)](#)

Turning a Blind Eye: Why and When Abusive Supervision Goes Ignored within Organizations

Author: **Hongcai Li**; West Texas A&M U.

Author: **Trevor Watkins**; West Texas A&M U.

Author: **David Charles Howe**; Texas A&M U.

Author: **Ping Shao**; California State U. Sacramento

Author: **Hongjiang Lv**; School of Economics and Management, Southeast U.

Author: **Quan Lin**; Shantou U.

The predominant paradigm in the abusive supervision literature has focused on the abusive supervisor-subordinate relationship. However, abusive supervision does not happen in isolation. Other figures in the organization—particularly an abusive supervisor’s manager—might influence its occurrence. In this manuscript, we develop and test a model centered on the managerial choice to ignore abusive supervision. In contrast to a common perception of ignoring as an agnostic response, we suggest that a manager’s decision to ignore abusive supervision involves an implicit approval of the supervisor. In a series of eight studies, we demonstrate that a lack of manager dutifulness is associated with managerial approval of the abusive supervisor and the subsequent choice to ignore the behavior. We further find that this effect is stronger when a manager attributes an injury motive to the supervisor’s behavior. Our findings offer an important explanation of why managers ignore abuse and under what conditions they are more likely to do so.

[view paper \(if available\)](#)

Visualizing the Landscape of Abusive Supervision: A Bibliometric Analysis

Author: **Chao Liu**; National School of Development at Peking U.

Author: **Li Zhu**; National School of Development at Peking U.

Author: **Yiwei Yuan**; School of Business, Renmin U. of China

Author: **Qiao Li**; School of Business, Renmin U. of China

We conduct a bibliometric analysis of abusive supervision as a valuable supplement to prior quantitative and qualitative reviews. Our

When Talent Cares About Time: Perceived Organizational Support and Turnover Intention

Author: **YU-CHEN WEI**; National Taipei U. of Education

This study integrates self-determination and social exchange theories to test the effect of the three-way interaction between human capital, perceived organizational support (POS), and future time perspective (FTP) on turnover intention. A sample of 586 engineers and their immediate supervisors working in Taiwanese high-technology companies is used to examine the hypothesized relationships. Research results indicate that human capital with high POS has a lower turnover intention compared with human capital with low POS. The study also finds a three-way interaction between human capital, POS, and FTP, showing that human capital predicts lower turnover intention when both POS and FTP are high. The findings suggest that managers should consider hiring high-human capital employees who are predisposed toward FTP, and provide strong organizational support to employees via the human resource system.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RESEARCH

bibliometric review provides a systematic perspective by portraying the landscape and developmental trajectory of abusive supervision research over time both in Asia-Pacific region and other contexts. Based on the co-citation and co-occurrence analyses, we detect the landmark documents, major themes with multiple theories, the developmental trajectory, intellectual structure and research trends within the abusive supervision literature. We also find abusive supervision confronts with cultural adaptability and has different evolving trajectory in Asia-Pacific region. Thus we provide a quick and comprehensive understanding of what happens in abusive supervision area, how it evolves over time and where we are going in future according to the bibliometric review.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OCIS

Digitization and Big Data (session 949)

Algorithmic Reconfiguring of Service Ecosystems Through New Forms of Multilateral Surveillance

Author: **Anna Essén**; House of Innovation

Author: **Eivor Oborn**; U. of Warwick

Author: **Michael Barrett**; U. of Cambridge

Research has explored how algorithmic processes reshape individual tasks in organizations. But less work has explored their implications on the wider service ecosystem. Using data about the “DAS” algorithms in the Swedish rheumatology setting between 1995 and 2019, we examine how the use of algorithms can reconfigure service delivery across the service ecosystem. We identify two algorithmic translation processes that enabled the incorporation of consumer self-evaluations in the multiple service nodes of the studied ecosystem. These processes implied new forms of multilateral surveillance, which had implications on the service delivery and the values that were generated by the ecosystem. By showing how concealed algorithms can make

OCIS

Knowledge Sharing and Collaboration (session 948)

Who Shares Knowledge on Online Platforms and When?

Author: **Katsuhiko Yoshikawa**; Shanghai Jiao Tong U.

Author: **Hyun-Jung Lee**; London School of Economics

Author: **Chiahuei Wu**; Leeds U. Business School

Organizations are increasingly introducing online platforms to facilitate knowledge sharing within the organization. Nevertheless, not all employees actively participate in knowledge sharing on online platforms. This study aims to identify who (i.e., employees with specific individual characteristics) are more likely to engage in knowledge sharing on the platform and when (i.e., boundary conditions) they are likely to do so. To guide our investigation, we draw on social exchange theory and the idea of generalized exchange, which research has found plays a pivotal role in facilitating interactions on online platforms. Specifically, we propose that

consumers' voice watch-able and action-able across multiple nodes in the ecosystem, our work challenges traditional conceptualizations of algorithmic black-boxing as reducing human agency. We further theorize algorithmically mediated multi-actor surveillance, in which service nodes are both being watched and watching others, thus also challenging the view of surveillance as involving one "invisible" controlling many visible actors. These results open up new avenues of inquiry about the role of algorithmic processes in enabling new forms of multilateral surveillance that in turn condition value creation in service ecosystems.

[view paper \(if available\)](#)

Analyzing the Online Word of Mouth Dynamics: A Novel Approach

Author: **Xian Cao**; Ball State U.

Author: **Hongfei Li**; U. of Connecticut

Author: **Ruoqing Zhu**; U. of Illinois at Urbana-Champaign

At least three challenges hinder the analysis of online WOM. First, the process of transform unstructured online WOM data can generate many variables, increasing the need for dimension reduction. Second, the volume and valence of online WOM may dramatically change in a short period before and after an incident. Third, important events might trigger symmetric or asymmetric reactions in online WOM across rival products or services. We introduce a new method—multi-view sequential canonical covariance analysis to solve the myriad WOM conversational dimensions, detect WOM dynamic trends, and examine its concurrent effects across multiple firms. This new method also provides greater computational efficiency, and thus can be referred as a more advanced manifold optimization approach. We illustrate the advantages of this new method through an empirical example—the 2017 United Express Flight 3411 incident. We find that United Airlines and its rivals all experienced a sudden increase of negative emotions and a sudden decrease of positive emotions because of the Incident, yet the magnitudes of the changes were more dramatic for United Airlines. This new method provides a novel insight into the online WOM dynamics and can contribute to a wide range

employees with higher levels of generalized exchange orientation are more likely to engage in online knowledge-sharing behavior, but only when they need to use a wide variety of knowledge to complete their jobs (i.e., knowledge variety) and when they interact with a partner who previously worked in the same office (i.e., past collocation history). Using a longitudinal dataset spanning six months among 100 users on an in-house online platform of a professional service firm, we find support for the three-way interaction hypothesis. We discuss implications on knowledge sharing on in-house online platforms.

[view paper \(if available\)](#)

How Collaborators Manage Information Sharing and Protection in Flash Collaborations

Author: **Valerie Bartelt**; Texas A&M U., Kingsville

Author: **Zlatana Nenova**; Denver U.

Author: **Marco Marabelli**; Bentley U.

Flash collaborations are one-off, brief inter-organizational digitally-enabled collaborations that are growing increasingly popular. Due to the ubiquity of the Internet, potential partners can connect and engage in an encounter to solve a collaborative problem, and then move on independently. This experimental research leverages interactive self-regulatory theory to determine how interactions adjust due to changes in uncertainties during inter-organizational flash collaborations. The participants for the experiment were randomly paired and assigned to three different information-sharing strategies. Our findings found that as differences in information sharing openness between the partners increased, cues gained through situational awareness decreased, leading to a need for complex information-sharing strategies. When information-sharing strategies were unmatched within the partners, benevolent actions were beneficial for successful pairs. Due to even less situational awareness cues available during the mismatch strategy, pairs who reciprocated benevolent actions succeeded. Our findings offer important implications for organizations in determining the best strategy to use during inter-organizational interactions.

of fields.

[view paper \(if available\)](#)

Managing Data-Driven Development: An Ethnography of Developing Machine Learning for Recruitment

Author: **Elmira Van Den Broek**; Vrije U. Amsterdam

Author: **Anastasia Sergeeva**; Vrije U. Amsterdam

Author: **Marleen Huysman**; Vrije U. Amsterdam

With the increased pervasiveness of Machine Learning (ML) applications in real-world settings, such as healthcare, criminal justice, and recruitment, scholars have started to call for more attention to how ML systems are actually developed in practice. This study draws on a 23-month ethnography of a scale-up vendor that develops a recruiting application powered by ML and neuroscience to support clients in making hiring decisions. Our in-depth analysis reveals that the development of a real-world ML system is different from conventional information system development (ISD), in that it calls for a shift from eliciting domain expertise to feeding the algorithm, from coding domain expertise to training the algorithm, and from adjusting domain expertise to growing the algorithm. While much of the existing scholarship on ISD has focused on interacting with domain experts in order to transfer their knowledge into the system, we demonstrate that data-driven development, required for ML, calls for managing a triangular relationship between developers, clients (“domain experts”), and the algorithm. The paper contributes to the literature on (data-driven) ISD, work on the construction of algorithmic technologies in practice, and responsible artificial intelligence (AI).

[view paper \(if available\)](#)

Developing Capabilities in Smart City Data Ecosystems: A Process Model

Author: **Anushri Gupta**; Queen Mary U. of London

Author: **Panos Panagiotopoulos**; Queen Mary U. of London

Author: **Frances Bowen**; U. of East Anglia

[view paper \(if available\)](#)

Examining Communication Visibility and Social Technology Platform Use in Organizations

Author: **Jeffrey Treem**; U. of Texas at Austin

Author: **Ward Van Zoonen**; Amsterdam School of Communication Research, U. of Amsterdam

Author: **Anu Sivunen**; U. of Jyväskylä

Organizations are increasingly adopting social technology platforms in an effort to support greater knowledge sharing among workers. Though scholarship has indicated that the use of social technologies can increase multiple forms of communication visibility within organizations, little is known about the nature of these relationships and how visibility may differ based on engagement with different functionalities of platforms. This study examines how different uses of a social technology in a global organization relate to visibility of who knows what (message transparency) and who knows whom (network translucence). Additionally, analysis examines how communication visibility relates to workers’ knowledge sharing intentions and engagement. Findings extend theory by indicating that forms of communication visibility do indeed differ based on whether employees use functionalities that connect communication partners, or interact with communal communication available to third parties.

[view paper \(if available\)](#)

Tacit Knowledge Sharing: An Integration of Social Capital and Transformative Learning Theories

Author: **Neethu Mohammed**; Department of management studies, Indian Institute of Technology Madras

Author: **T J Kamalanabhan**; Department of management studies, Indian Institute of Technology Madras

Tacit knowledge ingrained in individual brains can be shared and applied efficiently only with the active involvement and cooperation of the knowledge source and recipient. Since tacit knowledge sharing

The management of complex data initiatives has raised much attention in the research and practice of smart cities. Of particular interest is understanding how city authorities can manage the resource transfer and coordination of activities to successfully underpin initiatives like open data, smart devices, planning analytics and other data-intensive applications. However, research on how capabilities can be developed at the city data level as an aggregated unit of analysis remains scarce. Our paper develops a process study of capability development in smart city data ecosystems by drawing on a case study of London's city data. The study focuses on two key entities within London's smart city environment: the London Datastore (2010-2019) and the City Analytics Programme (2016-2019). The analysis discusses the evolutionary phases of each entity characterised by key actors, level of coordination and prominent mechanisms of capability development. Further to extending our theoretical understanding of capability development within an ecosystem context, insights from the paper are of value to city authorities considering how to scale up and integrate local data projects.

[view paper \(if available\)](#)

Image Analytics: A Consolidation of Visual Feature Extraction Methods

Author: **Xiaohui Liu**; Antai College of Economics and Management, Shanghai Jiao Tong U.

Author: **Yijing Li**; UNSW Sydney

Author: **Fei Liu**; Copenhagen Business School

Author: **Eric.T.K. Lim**; UNSW Sydney

Author: **Chee-wee Tan**; Copenhagen Business School

Revolutionary advances in computer vision and deep learning have dramatically expanded our opportunities to decipher the merits of images in the business world. Though prior research on computer vision has yielded a myriad of approaches to extract core attributes from images, the esotericism of the advocated techniques hinders scholars from delving into the role of visuals in driving business performance. Consequently, this tutorial aims to consolidate resources of visual features' extraction tactics that employ both conventional machine learning and deep learning

is not mandated by organizations, employees often view it as a time consuming activity. This turns out to be a potential hindrance to workplace learning and hence, identifying factors that drive employees to voluntarily engage in tacit knowledge-sharing constitutes an important research area. This study aims to empirically examine how the perception of social capital in work teams motivates individuals to voluntarily engage in tacit knowledge sharing with teammates, and the subsequent impact on individual creative performance. Questionnaire-based survey was employed and data was collected from 440 professionals working in the Information Technology industry. Structural equation modeling using AMOS 22 was used for hypothesis testing. As per the findings of the study, all social capital dimensions, except shared language and shared language, demonstrate a significant positive influence on tacit knowledge contribution and knowledge seeking behavior of employees. The results also provide evidence that point to a significant positive relationship between tacit knowledge contribution, tacit knowledge seeking and creative performance of employees. Furthermore, the moderating role of bisociative cognitive style of individuals on the association between tacit knowledge sharing behavior and creative performance is confirmed.

[view paper \(if available\)](#)

The Role of Organizational Foci and Physical Proximity in Scientific Collaboration

Author: **Jonathon N. Cummings**; Duke U.

Author: **Bryan Stephens**; Duke U.

This paper examines how organizational foci (i.e., shared affiliations within an institution), disciplinary diversity, and physical proximity shape scientific collaboration and research outcomes. We examine scientific collaboration (via publication co-authorship) among 1138 biomedical faculty members over a 10-year period at a medical school in the United States. We use archival data to measure organizational foci (shared institutional affiliations at the medical school such as secondary appointments and center/institute membership), physical proximity (walking distance among collaborators), and disciplinary diversity (different

models. We describe resources and techniques based on three visual feature extraction methods, namely calculation-, recognition-, and simulation-based method. Additionally, practical examples are provided to illustrate how image features can be accessed via python and open sourced packages such as OpenCV and TensorFlow.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

departments). Modeling both the dyadic and team level of analysis, we find that collaborations are more likely to form and persist among faculty with more overlapping organizational foci, and this association is moderated by the physical proximity of collaborators. We also find the positive influence of team disciplinary diversity on publication impact is significantly reduced as the physical proximity among collaborators is reduced. These results support the idea that organizational foci and physical proximity, which can lower the cost of interaction, can alleviate some of the coordination issues that can arise with higher team diversity. We discuss the implications for future research on team science, managerial practice regarding office space allocation, and strategic planning of initiatives aimed at promoting interdisciplinary collaboration.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OCIS

Opening up the Black Box of Technology When Studying Organizations and People (session 947)

The 2020 All-AOM conference theme is Broadening our Sight. Because work and organizations are now almost entirely dependent on technology, the 2020 theme suggests that management scholarship could profitably broaden its sight on the study of technology, organization, and management.

Technology is difficult for management scholars to study because of its strong engineering undertones, variability, uncertainty about the proper mid-range theories to consider, as well as questions concerning how to study technology so that its incorporation into management scholarship does not divert scholars from examining their core interests. The panelists in this proposal are noted scholars on the study of technology in management scholarship. Together, their insights offer a way to study technology so that any scholar's interest area can be broadened and enriched. As is often the case, we are proposing that by looking back at the roots of studying technology and socio-technical systems, we

ODC

Managing Teams for Change (session 950)

Opening the Black Box of Team Adaptation

ODC Division Best Paper Finalist

Author: **Eleni Georganta**; TUM School of Management, Technical U. of Munich

Author: **Felix Claus Brodbeck**; Ludwig Maximilian U. of Munich (LMU)

The interest in team adaptation has continuously increased for both research and organizations. However, whether team experience collected by adapting to prior nonroutine events supports teams to adjust their processes and cognition to later nonroutine events and to perform successfully, remains unclear. Building on theories of team adaptation, we explore the team adaptation process as a whole, the role of updated Transactive Memory System (TMS) under nonroutine conditions and extend their scope towards team adaptation experience (input) and team performance (outcome). Using a between-subjects design, we manipulate team adaptation experience on a

can produce new understandings of how to move forward in broadening our sight.

Asynchronous

THEME

SYMPOSIUM

ASYNCHRONOUS

sample of 72 teams (288 individuals) completing a team task over four consecutive rounds. In the present laboratory experiment, we test the relations between team adaptation experience, team adaptation process, TMS updating and team performance under nonroutine conditions. The results indicate that team adaptation experience supports TMS updating but not the team adaptation process and team performance. Supporting hitherto theoretical suggestions, findings show that the team adaptation process is positively related to team performance. Results also indicate that the team adaptation process and TMS updating vary with team adaptation experience, demonstrating their dynamic nature. We discuss the theoretical and practical implications of gaining team adaptation experience and highlight the importance of the team adaptation process under nonroutine conditions.

[view paper \(if available\)](#)

Reframing Group Development: Diagnosis and Appreciation in the Practice of Team Building

Author: **Ignacio Pavez**; U. del Desarrollo

Author: **David Bright**; Wright State U.

Organizations development research suggests the existence of two approaches to facilitated group development: conventional and appreciative. Conventional practices construct group aspirations or shared goals by addressing group tasks and problems, whereas appreciative practices create generative images of the future that are grounded in the strengths of the group. To explore the effects of these approaches, we studied the interpersonal dynamics of ten work teams who implemented either conventional or appreciative team development practices. We discovered that these two approaches enable the emergence of two modes of development that are substantially different from each other. Consistent with previous research, we found that the conventional mode relies on conflict resolution and constructive feedback as a developmental mechanism. However, the appreciative mode relies on the power of positivity (conceptualized as positive affect, positive meaning, and positive thinking) as a catalyst for development or change. In addition, each mode

follows the same general pattern of group development, based upon the needs of a group at different phases of its developmental cycle. We propose that teams may exist in either mode depending on the focus of team's conversations and interactions. Thus, current theories of group development should incorporate the appreciative mode as an alternative or complementary form of development.

[view paper \(if available\)](#)

The Influence of Instrumental Leadership on Team-Change Success and Individual Change Support

Author: **Catrin Millhoff**; TU Dortmund U.

Author: **Jens Rowold**; TU Dortmund U.

The aim of this study is to explore the potential of instrumental leadership in times of change. The instrumental leader seeks opportunities in the environment and uses them strategically, while helping employees to adapt in their day-to-day work. These behaviors are becoming increasingly important in a continuously and more and more unpredictably changing work environment. To investigate whether, how and when instrumental leadership can promote team change success and individual change support, a multilevel moderated mediation model is developed. Affective change commitment is considered as the central mechanism to explain the influence of the leaders' behavior. To examine the conditions under which instrumental leadership enhances the affective change commitment of the employees, the moderating effect of the leader's affective change commitment is analyzed. The sample consists of 125 teams composed of one leader, at least two employees (in total 375) and the leader's supervisor. The results indicate that instrumental leadership is positively related to team-change success and individual change support via affective change commitment in the team. The indirect effects are strengthened by the leader's affective change commitment. Implications for leadership and change management literature as well as for practice are discussed.

[view paper \(if available\)](#)

OMT
STR
TIM

Co-Construction of Shared Understandings Under Uncertainty: Computational Linguistic Approaches (session 956)

Stakeholders with different values and perspectives find it challenging to reach common understanding amongst themselves. Given the nature of pluralistic beliefs among various stakeholders that engage in interactions, the assumption that collective meanings emerge as a linear combination of knowledge by a set of actors is insufficient to understand how social understandings dynamically unfold over time through interactions. As such, the goal of this symposium is to showcase works that shed light on how different stakeholders dynamically co-construct shared meanings under uncertainty. The papers invited to the symposium study a wide range of contexts – entrepreneurship,

Adaptation and Transformation: Transition in a Self-organizing Team

Author: **Claire K. Wan**; National Chung Hsing U.

This study looks into a less explored question - how does a self-organizing team initiate and implement changes – when the capacity of spontaneously generating transition and transformation is usually assumed in the literature of self-organization. I examine this inquiry through an inductive theory-building approach. On basis of single-case longitudinal design, I conducted an in-depth, ethnography oriented study with a product development team in the software industry. The study showed that, the nuanced dynamic consisting of contingency enactment, dialectical processes of tensions, and linkage between design conception and synchronized practices constitutes the mechanism of transition in a self-organizing team.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OMT

Exploring the Materiality of Ignorance: Artifacts Beyond Knowledge (session 951)

The focus on artifacts as mediators of knowledge processes has been incredibly productive. Yet recent research in sociology and organization studies has highlighted how ignorance can be a resource as well as a problem, and how it plays an important role in all dimensions of social life, from privacy to peer review. Building on these contributions, this symposium will explore the opportunities and challenges that an ignorance approach has to offer in advancing the understanding of materiality in organizing.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

organizational misconduct, and organizational volatility – under which it is crucial to construct shared meaning under uncertainty. Whereas it has been hard to study the concept due to the difficulty in measuring actual communication contents, the recent methodological advancement in computational linguistic methods enables us to accurately capture the communication contents and discourse patterns that underly the construction of shared meanings. The papers invited to the symposium employ a range of cutting-edge computational linguistic approach to understand the language in relational terms and to expand our understanding of the co- construction of meaning.

**Constructing New Valuation Metrics:
Entrepreneurial Arguments in Nascent Markets**

Derek Harmon; U. of Michigan
Eunice Yunjin Rhee; Seattle U.

**Crossing the Line or Creating the Line: Media
Effects in the 2009 British MP Expense Scandal**

Timothy Hannigan; U. of Alberta

**Shaping Community Discourse: Entrepreneurs'
Linguistic Divergence and Online Community
Mobilization**

Jamie Seoyeon Song; INSEAD

**The Negative Association Between Firm
Performance Volatility and Norm Consensus**

Matthew Corritore; McGill U. - Desautels Faculty of
Management

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OMT

**Institutional Logics: Transformation
and Consolidation of Fields (session
952)**

**Mind and Matter: The Coevolution of Technology
and Institutional Logic in Field Transformation**

Author: Hami Yousefdehi; PhD candidate

OMT

**Network Agency, Structure, and
Meaning (session 954)**

**Can I Survive or Will I Survive: Mechanisms Linking
Network Structures of Managers & Store Survival**

Author: Chengcheng Xia; Antai College of Economics
and Management, Shanghai Jiao Tong U.

Author: **Robert Nason**; Concordia U.

Research examining field level transformation is generally fragmented into literature either focusing on patterns of change in the socio-cognitive evolution of institutional logic or in the materiality of technological innovations. We seek to bridge these growing, but largely independent streams of inquiry by developing a co-evolutionary model where logic construction and technological innovation interact to escalate or constrain field level transformation. We first synthesize institutional logic and technological transition literatures into a compatible framework with complementary stages across de-institutionalization and re-institutionalization. Drawing on several historical examples, we then build propositions to explain how socio-cognitive and technological change pathways interact with each other enable or constrain field transformation. Our co-evolutionary theory of field transformation bridges disparate literatures examining a common phenomenon and advances understanding of factors driving the pace and scope of field transformation.

[view paper \(if available\)](#)

Business Models as Artefacts Driving Temporal Segmentation and Logic Consolidation

Author: **Taija Tuulia Turunen**; Aalto U. School of Business

Author: **Pekka Töytäri**; Aalto U.

We investigated coexistence of alternative business logics by studying business model differences as manifestations of the underlying logic. We build on institutional complexity by studying the ways in which existing and entering actors rationalize the external and internal drivers of change and turn these into business models. Our results show the close connection between business model and the underlying logic that confines the available business model options for institutionalized actors. The study contributes to the institutional logic theory by illustrating the institutional foundation of a business model, identifying key characteristics of competing business logics, and suggests novel mechanisms of temporal segmentation and logic consolidation for managing the co-existence of the alternative logics.

Author: **Yuan Li**; Shanghai Jiao Tong U.

In the existing survival literature, a fundamental and important question is why some firms survive but others fail. By integrating a motivation-ability perspective and social network theory, we develop a novel model to examine the process mechanisms of the job satisfaction and creativity of store managers in linking relationships between their network advantages, namely, centrality and brokerage, and store survival. Our findings suggest that the centrality of store managers exerts a positive effect on their job satisfaction; brokerage, their creativity. The job satisfaction and creativity of store managers are important mediators. Job satisfaction mediates the relationship between the centrality of store managers and store survival, and creativity mediates that between the brokerage of store managers and store survival. Our study provides meaningful theoretical contributions and managerial implications.

[view paper \(if available\)](#)

Network Structure, Actor Attributes, and Intraorganizational Knowledge Sharing

Author: **Wei Wang**; School of Management, Xi'an Jiaotong U.

Author: **Xiaoming Sun**; Xi'an U. of Architecture and Technology

Author: **Antonio Capaldo**; U. of Naples Federico II

Author: **Wentian Cui**; School of Management, Xi'an Jiaotong U.

How do the relational and structural characteristics of interpersonal networks affect knowledge sharing within organizations? And how are these effects, in turn, influenced by the personal attributes of the individual network members? To answer these questions, we focus on intraorganizational inventor networks and investigate how tie strength and structural holes influence two major dimensions of knowledge sharing, i.e., knowledge absorption and knowledge transfer. Then we consider the moderating effect of a crucial attribute of inventors, i.e., their status of star inventors. Drawing on patent data from 33 of the largest firms operating in the pharmaceutical industry worldwide during a 34-year time period, we show that both the average tie

[view paper \(if available\)](#)

Two Popes: Religion and Conflicting Institutional Logics Influence on Social Movement Outcomes

Author: **Maria Paola Ometto**; California State U., San Marcos

Author: **Michael Lounsbury**; U. of Alberta

In this paper we aim to understand the relationship between religion, institutional logics, and social movements outcomes. Empirically, we look at the Solidarity Economy Movement (SEM) in Brazil where the Catholic Church had a prominent role in disseminating solidarity economy enterprises. Using a mixed-method approach, we analyze and test how conflicting logics of the Catholic Church influence the work of Caritas (a social movement organization). Our results contribute to the social movement and institutional logics literature.

[view paper \(if available\)](#)

Engaging with Institutional Voids in Contexts of Poverty: The African Wildlife Foundation in Kenya (WITHDRAWN)

Author: **Jakomijn Van Wijk**; Maastricht School of Management

Author: **Ayse Saka-Helmhout**; Radboud U. Nijmegen

Drawing on a historical case study of the African Wildlife Foundation from 1960 to 2015, we propose a dynamic model of institutional void experience, enactment and theorization as guided by an evolving constellation of institutional logics. We show that micro-level practices embedded in particular institutional logics can collide with social reality and hamper the organization in achieving its mission (void experience), which prompts organizations to experiment with novel solutions embedded in seemingly opposite logics (void enactment) and leverage their organizational identity to legitimate these novel solutions (void theorization) in a cyclical manner. By adopting a social constructivist lens in studying voids, we provide a fresh perspective on institutional voids and address scholarly calls for a synthesis of

strength and the proportion of structural holes which characterize inventor networks exert an inverted U-shaped effect on both intraorganizational knowledge absorption and transfer by inventors, and that these four curves become flatten in the case of star inventors, when compared to inventors in general.

[view paper \(if available\)](#)

Agency in Network Signaling: When Do Biotech Firms Signal their Alliance Formation in Press Releases

Author: **Seungho (Andy) Back**; U. of Toronto

Social network research suggests that actors are strategic in forming and activating social structures. Actors strategically manage their networks in order to reap the direct benefits of networks such as access to information or resource. Yet, network research has not fully investigated the extent to which agency exists in reaping the indirect benefits of networks. I examine whether agency extends beyond formation and activation to also apply to the signals organizations send to audiences about the status of the partners with which they affiliate. I address the following research question: to what extent does partner's relative status influence the organization's choices of sending signals about their networks? In an analysis of press releases about strategic alliance formation by biotechnology firms, I find support for the claim that firms are strategic in sending signals to audiences about their alliance partner. This paper contributes to social network research by connecting research on agency in networks and signaling benefits of networks. The key implication advanced by the paper is that signals about partners constitute another source of network benefit, in addition to the direct materials resources derived from actors' relations and positions within a social structure.

[view paper \(if available\)](#)

The Paradox of Network Intervention: Exploring the Consequences of Policies for Promoting Connection

international business and institutional theory. We also shed light on the role of agency in the emergence of logic constellations at the organizational field-level and emphasize the role of organizational identity as an enabling mechanism in this process.

[view paper \(if available\)](#)

Selective (De)coupling and Change in Clinical Outcomes

Author: **Gabriel A. Huppe**; Ivey Business School

Through an in-depth longitudinal study of hospitals' implementation of quality improvement initiatives within a single jurisdiction, I build on previous empirical findings of heterogenous organizational responses to common institutional pressures. Yet, rather than honing the causes of this heterogeneity, I examine its relationship to desired outcomes. I use Fuzzy-set Qualitative Comparative Analysis (Fs/QCA) to uncover intended and unintended consequences of hospitals' heterogenous responses and theorize on why some configurations are associated with improved or worsened clinical outcomes. Findings suggest that management and healthcare scholars ought to pay greater attention to the subversive and superficial nature of some responses, as these are associated with a decline in clinical outcomes. Indeed, scholars have recognized that: "In fragmented and rationalized environments, organizations seek to respond to a greater number of external stakeholders; adapting to these external pressures can generate both internal complexity and inconsistency (Bromley & Powell, 2012, p. 20)." I find that coupling to two conflicting pressures, such as pressures to reduce costs while improving the quality of clinical services, creates internal inconsistencies which results in dynamics of subversion. In contrast, implementing clinical standards in the absence of an ambition to improve clinical services leads to the superficial implementation of these standards.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Author: **Russell James Funk**; U. of Minnesota

Author: **Sohyun Park**; U. of Minnesota

Social networks are everywhere, but until recently, the particularities of the structures were seldom remarked upon outside academia. Today, however, policymakers and managers are becoming more aware both of how networks are structured and how those structures create opportunities and constraints. Consequently, network interventions—deliberate efforts to shape a network configuration—are increasingly common. Nevertheless, researchers have devoted little systematic attention to them. We take a first step towards building systematic understanding of network interventions by examining the relationship between the structure of existing networks in targeted groups and responsiveness to network interventions. Specifically, we theorize that groups with greater fragmentation are less likely to engage with incentive-based network interventions and conditional on engaging, the interventions are less likely to be effective at transforming the network. To evaluate these ideas, we conducted a study of accountable care organizations. Our approach leveraged data on 100 million patient sharing relationships millions of providers in 3,000 communities across the United States. Additionally, we used several instruments to better identify the proposed relationships, including the Medicaid expansion and local political environments. Our results reveal a network intervention paradox—groups that may benefit most from such interventions appear least equipped to respond positively to them.

[view paper \(if available\)](#)

Using Semantic Networks to Identify the Meanings of Leadership

Author: **Ingo Marquart**; ESMT European School of Management and Technology

Author: **Matthew S. Bothner**; ESMT European School of Management and Technology

Author: **Nghi Truong**; ESMT European School of Management and Technology

We develop a novel method that integrates techniques from machine learning with canonical

concepts from network analysis in order to examine how the meaning of leadership has evolved over time. Using articles in Harvard Business Review from 1990 through 2019, we induce yearly semantic networks comprised of roles structurally equivalent to the role of leader. Such roles, from which leader derives meaning, vary in content from coach and colleague to commander and dictator. Yearly shifts in the structural equivalence of leader to clusters of thematically-linked roles reveals a decline in the degree to which leadership is associated with consultative activities and a corresponding rise in the extent to which a leader is understood to occupy a hierarchical position. Our analyses further reveal that the role of leader comes to eclipse the role of manager, measured through changes in pagerank centrality as well as betweenness centrality over the course of our panel. Implications for new research on leadership, culture, and networks are discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Organizational Resilience and Sustainability (session 955)

Ecological Perspective on Organizational Resilience: Ethnography of Korean Buddhist Temple

Author: **Hee-Chan Song**; Sasin Graduate Institute of Business Administration, Chulalongkorn U.

Organization scholars tend to conceptualize the notion of resilience as recovery capacity. The concept is often operationalized by return time, i.e., a measure of how quickly an organization bounces back to an initial state from an external shock. Such conceptualization and operationalization reflect an engineering perspective on resilience. This tendency, however, omits a much richer framework for understanding resilience—an ecological perspective that focuses more on adaptive capacity of organizational system. Drawing upon ecological perspective, we aim to unpack internal mechanisms that shed more light on the adaptive aspects of

OMT

Stigma Process and Theory (session 953)

Stigma Entrepreneurship: Theorizing the Role of Moral Anger in Entrepreneurship

Author: **Sophie Catherine Bacq**; Indiana U. - Kelley School of Business

Author: **Ifeoma Ajunwa**; Cornell U.

Author: **Madeline Toubiana**; U. of Alberta

Author: **Jarrold Ormiston**; Maastricht U.

Author: **Trish Ruebottom**; Brock U.

Negative emotions are usually described as hindrances, impediments, or discouragements of entrepreneurial action. We contend that this is not always the case, offering a new explanation of how negative emotions associated with stigmatization might spark entrepreneurial action. We argue that stigmatization, as both an individual (i.e., first-person) and collective (i.e., third-person or group) experience, generates negative emotions, particularly moral anger. We explain how moral

resilience. We conducted three-month ethnography in one of the most revered Buddhist temples in Korea. Korean Buddhist temples are situated to adapt to rapidly changing socio-economic environment in Korea over the last decades, yet they also hope to protect historical tradition against change. Our real-time participant observation and inductive analysis show how a Korean Buddhist temple has maintained its core historical identity while adapting to changing environment. We theorize two contradicting elements of the mechanism 'pushing' and 'pulling' that enable an organization to simultaneously balance change and tradition in the midst of environmental change.

[view paper \(if available\)](#)

The Effect of Sustainability Manager's Field Engagement on Organizational Adoption of Sustainability

Author: **Tae-Ung Choi**; Northwestern U.

Author: **Grace Augustine**; Cass Business School, City U. London

Author: **Brayden G. King**; Northwestern U.

Social activists are often successful in their disputes with target organizations, as is evident from the concessions targeted organizations often make. However, concessions do not necessarily result in substantive changes. This is because over a longer period of time, activists are not fully capable of monitoring and maintaining direct pressure on targets or continuing to generate negative publicity. This paper contributes to research at the intersection of movements and organizations by investigating if, and if so, how individuals that are formally tasked with instituting movement-aligned changes, termed "insider allies," achieve subsequent and substantive changes in their organization. Using data on U.S. higher education organizations, we examine the effect of field-level engagement from sustainability managers—the insider allies, in our case—on adopting a voluntary sustainability reporting tool which is an indicator of change beyond initial commitments. The results of a longitudinal quantitative analysis of 622 schools demonstrate that the more sustainability managers have participated in field interactions, the greater the likelihood that their school adopts the voluntary

anger can then spur an individual to start an entrepreneurial venture with the aim of reducing relevant stigma(s). In doing so, we develop a theoretical process model for what we call stigma entrepreneurship, which we define as entrepreneurial efforts primarily directed at stigma reduction. We contribute to the literatures on entrepreneurship and on stigma management by highlighting the overlooked role of entrepreneurship as a tool for stigma reduction that goes beyond individual identity management strategies or collective action. Answering calls for research on the illegitimate, the informal, and the underdog, our exploration of stigma entrepreneurship challenges conventional wisdom and expands understandings of the possibilities within entrepreneurship.

[view paper \(if available\)](#)

Not on Skid Row: Stigma Reduction in Addiction Treatment Organizations

Author: **Jennifer Ling Bagdasarian**; Florida Atlantic U.

Author: **Elizabeth Goodrick**; Florida Atlantic U.

We studied the discursive processes through which core stigmatized organizations attempt to reduce their stigma by analyzing the websites of addiction treatment organizations. While it is well accepted that organizational stigma is socially constructed, there has not been much explicit attention to how language contributes to the construction, maintenance, and deconstruction of stigma. We contribute to the nascent literature on organizational destigmatization by focusing on the process through which stigma can be deconstructed through rhetoric. Based on our discursive findings, we theorize four ways that core stigmatized organizations can reduce their stigma: (1) Reconstructing the underlying cause of stigma; (2) Emphasizing similarities with social expectations; (3) Separating from stigma; (4) Collaborating with other actors in the field. In doing so, we contribute to the ongoing discussion of the relationship between stigma and legitimacy by showing how destigmatizing and legitimating tactics were intertwined.

[view paper \(if available\)](#)

reporting tool. Our findings indicate that engagement in field-level interactions with a range of actors around central issues that are pertinent to the movement enables insider allies to mobilize resources and craft identities as change agents that enable them to drive substantive change within their organizations.

[view paper \(if available\)](#)

Enhancing Linguistic Inclusiveness in Organizations: A Russophone Bank in Post-Soviet Kazakhstan

Author: **EunJoo Koo**; McGill U. - Desautels Faculty of Management

Author: **Anna Kim**; McGill U.

With the growing demand for linguistic inclusiveness in society – a condition where different languages are respected – organizations often face pressure from stakeholders (e.g., governments, customers) to incorporate multiple languages into their operations. Nevertheless, organizations often pursue linguistic homogenization (e.g., using a single dominant language) to achieve greater efficiency or to enter the global market, excluding other languages from their core activities. Reflecting this phenomenon, organizational scholars largely focus on the selective use of languages and its exclusionary effects on intra-organizational dynamics. As a result, little is known on how organizations can embrace low-status languages and enhance linguistic inclusiveness over time. Our qualitative study of a Russophone bank in Kazakhstan shows how monolingual employees gradually changed their linguistic practices in a context where incorporating a low-status language (Kazakh) into business operations was a very low priority for the organization. We found that a small group of language workers, initially hired to help the organization maintain monolingual practices, could behave outside the boundaries of what they are originally hired to do, and sparked changes in the organization's linguistic dynamics. Our analysis shows the ways in which language workers demanded respect and contributed to the creation of a linguistically more inclusive environment. By theorizing a process through which previously marginalized languages can gain recognition and

Organizational Event Stigma: Typology, Processes, Stickiness

Author: **Kim Clark**; Saint Mary's College of California

Author: **Yuan Li**; Saint Mary's College of California

What do events such as scandals, industrial accidents, activist threats, and mass shootings have in common? They can all potentially stigmatize the organization involved. Despite the prevalence of these stigma-causing events, management research has provided little conceptual work to characterize the nature and dimensions of organizational event stigma. This article takes the perspective of the audience to unpack the audience evaluation process that is triggered by these events, identify critical dimensions for categorizing types of event stigma, and explore the role of the stigmatizers, the stigmatized, and the bystanders in producing what we call “sticky stigmas.” We postulate that volitional and collateral event stigma are likely to lead to stigma stickiness. Our conceptual framework clarifies the antecedents and consequences of the different types of event stigma, highlights the importance of emotional evaluation, and opens avenues for further research into the role of diverse audiences in the stigmatization process.

[view paper \(if available\)](#)

Sexy Work Not Sex Work: How Dirty Work Gets Clean

Author: **Theadora Carter**; Alberta School of Business

Author: **Madeline Toubiana**; U. of Alberta

Author: **Trish Ruebottom**; Brock U.

Research on stigma is often divided between areas focusing on organizational stigma and job-based stigma, also known as dirty work. The dirty work literature has made strides in outlining the various ways in which dirty workers cope with stigma, but, unlike the organization stigma literature, has not elaborated de-stigmatization strategies. Drawing on interviews with 33 women working in the burlesque and stripping segments of the exotic dance industry, we explore how dirty work can get clean. Our findings reveal the ways in which the stigma of dirty

become part of everyday organizational practices, we provide important insights on multilingualism and linguistic inclusiveness in organizations.

[view paper \(if available\)](#)

Integrating Multiple Sustainability Objectives Through Deliberation: The Case of Degrowth Businesses

Author: **Maximilian Schormair**; Trinity Business School, Trinity College Dublin

Author: **Jakob Reuter**; U. of Hamburg

In times of pressing global sustainability challenges, companies need to find ways to integrate economic, environmental and social aspects into all their business activities in order to address all sustainability dimensions simultaneously without emphasizing one dimension over another. Degrowth businesses are considered to combine multiple sustainability objectives to an intense degree, while implementing elements of deliberative democracy by enabling and empowering affected people to participate in and actively shape the value creation process. Although recent hybrid organizing research points to the potential of deliberative democracy to support the integration of multiple (contradicting) objectives in organizational contexts, we lack research into the underlying processes and mechanisms. This paper addresses this research gap by investigating how degrowth businesses manage the integration of multiple sustainability objectives. Based on a qualitative-inductive analysis of in-depth interview data, a dynamic model of deliberative objective integration is developed elucidating the dynamic and iterative process of objective integration as a process of steady readjustment in order to achieve stability in the sense that all objectives are achieved simultaneously over time. This model shows that deliberation in organizational contexts represents an effective mechanism that fosters a high degree of objective integration and hence ensures the successful simultaneous pursuit of multiple sustainability objectives over time.

[view paper \(if available\)](#)

work is not only attached to the work and workers, as existing literature suggests, but to the organizations it takes place in, and the associated audiences and scripts linked to these organizations. We show that by shifting out of stigmatized organizations, finding new audiences, and developing new scripts, actors without resources or power can shed the stigma of their work. Our findings thus enable us to link the dirty work literature to organizational stigma literature by pointing out the important ways in which they are related, and how dirty workers can clean their work without changing the primary elements of it.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

PNP

Organizational Change and Innovation (session 959)

The Emergence of Employee-Driven Pro-Environmental Innovations in Public Organizations

Author: **Alexander Yuriev**; FSA ULaval (Laval U.)

Author: **Olivier Boiral**; Laval U.

Author: **David Talbot**; École National d'Administration Publique

Employee-driven pro-environmental innovations ameliorate the performance of public organizations and contribute to social well-being. Based on semi-structured interviews with 33 managers and sustainability advisors in the public sector, this study explores the main factors that impede the emergence of such innovations. The data analysis led to the identification of three types of obstacles (individual, organizational, and public-sector-related). The results indicate that pro-environmental innovations encounter fewer barriers in organizations where environmental concerns are substantially integrated with internal practices. Surprisingly, however, employees with sustainability-related duties are affected by more factors when attempting to launch eco-friendly innovations than are their colleagues from other departments.

[view paper \(if available\)](#)

Linking Service Innovation to Technology Orientation in Govcon Firms

Author: **Maheshkumar P. Joshi**; George Mason U.

Author: **Sidhartha Das**; George Mason U.

There is a limited research examining the drivers of service innovation in government contracting (GovCon) firms. This study investigates the role of technology orientation as an antecedent to innovation in GovCon service firms. Using the knowledge-based view (KBV) theoretical framework, we examine the contingent role of risk-taking

PNP

Workplace Bullying, Well-Being, Motivation, and Engagement (session 958)

An Examination of Workplace Bullying in the Public Sector: A Multilevel Moderated Mediation Model (WITHDRAWN)

Author: **Diep Nguyen**; Edith Cowan U.

Author: **Stephen Teo**; Edith Cowan U.

Author: **Thanh Truc Le**; U. of Economics Ho Chi Minh City

Workplace bullying is a negative psychosocial factor discouraging public servants to stay engaged and committed to the organization. This study contributes new insights into the understanding of the antecedents and outcomes of workplace bullying in the public sector. Drawing from three theoretical perspectives such as Social Learning, Social Information Processing, and Affective Events, we tested the multi-level relationships between ethical leadership, workplace bullying, and affective commitment of public servants under the moderating effects of power distance orientation and displaced aggression. Using data collected from 289 public servants nested in 59 teams in a province of a Southeast Asian country, there was empirical support for the importance of ethical leadership in decreasing workplace bullying and increasing affective commitment. Employees with high-power distance orientation who work with ethical leaders are more likely to accept workplace bullying behaviors. In situations where workplace bullying is high, employees who express a moderate level of displaced aggression will report a lower level of affective commitment. These findings highlight the importance of a consideration of contextual contexts and emotional reactions in understanding workplace bullying and its outcomes.

[view paper \(if available\)](#)

Motivated for Serving: the Impact of Self Regulatory Focus on Self-Sacrifice and Engagement

propensity and organizational autonomy in clarifying the relationship between technology orientation and service innovation in GovCon service firms. Our results show that while technology orientation in service firms has a positive relationship with service innovation, risk-taking propensity enhances this relationship, whereas organizational autonomy attenuates it. Public policy implications are explored.

[view paper \(if available\)](#)

The Adoption Drivers of IS-based Innovations in the Public Sector at the Organizational Level

Author: **Francois Duhamel**; U. de las Américas Puebla

Author: **Isis Olimpia Gutierrez Martinez**; U. de las Américas Puebla

Author: **Hugo Cordova**; INAI

Author: **Sergio Rafael Cue Funes**; -

This article examines the factors favoring the adoption of IS-based innovations in the public sector at the organizational level. First, we propose a literature review to identify those factors from the literature. Second, we develop a case study of an outsourced IS-based document management system in a state government in Mexico. Strong contrasts appeared in the degree of adoption of that innovation between the various ministries involved in the State government, revealing key differences in the presence or absence of four key variables: perception of external pressure, perception of benefits and risks, knowledge and process design. We also highlight the importance of political, socio-technical and economical inertia in the institutional conditions in which projects are embedded in the context of the public administration in Mexico.

[view paper \(if available\)](#)

Defence Innovation: The Role of Design-Led Innovation in Disrupting the Conservative Paradigm

Author: **Jo'Anne Langham**; U. of Queensland Business School

Author: **Cara Wrigley**; U. Of Sydney

Author: **Mathieu Molines**; ESCE International Business School - INSEEC U. Research Center
Author: **Matthieu Mifsud**; Audencia Business School
Author: **Anthony Perrier**; U. of Toulouse I, Capitole

What motivates public servant, and when do they engage optimally at work? In this research, we propose to adopt a self-regulation perspective with Self-Regulatory-Focus Theory (SRFT; Higgins, 1997, 1998) as a central component to shape individuals ("public service") motivation and engagement. More especially, our model investigates how public employees' goal orientation (promotion vs prevention) affect their self-sacrifice (SS) behavior (as the key component to the whole of public service motivation) and their Public Service Engagement (PSE, Levitas et al., 2019). Results based on a three-wave study of 1509 police officers support expectations that self-promotion and self-prevention focus positively affect SS and PSE Our study underlines the key role of self-regulation in the public sector for promoting motivation and engagement. The findings are discussed with reference to existing literature on Public Administration Management.

[view paper \(if available\)](#)

Your Rival's Impression Management and Your Impression Management Motives in Public Organizations

Author: **Min-Jeong Kim**; Chonnam National U.

Author: **Guo Shitao**; SCEGC MECHANIZED CONSTRUCTION GROUP COMPANY LTD

This study explores the effects of a rival's impression management tactics on employee impression management motives in Chinese public organizations. Based on social comparison theory, social learning theory, and the literature on peer effects, this study hypothesized that the impression management tactics used by your rival, who is a colleague in rivalry with you, had a positive effect on your motives to use the same tactics. The analysis of a sample of 259 Chinese public employees showed that this hypothesis was supported for all five types of impression management tactics such as ingratiation, self-promotion, exemplification, supplication, and intimidation. This study also attempted to highlight the moderating effects of

Design thinking is actively promoted in the military to accelerate innovation. However, governments do not provide adequate funding or prioritise design methods in defence innovation programs. Our study audits global defence innovation programs, the strategic direction for innovation labs, funding and the role of design. The purpose of this paper is to explore the extent and effectiveness of design methods used in defence innovation labs. We also examine the structure, methods and outcomes of three lab case studies within the global defence context. Results reveal a disproportionate focus on science and technology in innovation labs. Few organisations incorporate design methods, seen as critical to successful innovation, in their R&D programs. Where design is encouraged in military organisations, it is primarily directed at bottom-up innovation programs. In contrast, government and defence heavily support science and technology innovation programs as part of organisational strategy, with funding as well as sponsorship from senior officers. Therefore, government and military organisations have systematically constrained the potential to accelerate innovation using novel strategies such as design. We discuss the unrealised opportunity for use of design in defence as well as the potential model for increasing cross discipline collaboration and disruptive innovation.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

performance goal orientation (prove, avoidance) on these relationships. As a result, the prove orientation strengthened further the influences of rivals' ingratiation and exemplification on the employee motives to use the same tactics, while the avoidance orientation moderated for rivals' supplication and intimidation influences.

[view paper \(if available\)](#)

Well-Being of Public Servants Under Pressure: Analyzing the Causal Demands and Buffering Traits (WITHDRAWN)

Author: **Rick Borst**; Utrecht U., School of Governance

Author: **Eva Knies**; Utrecht U.

As the health-impairment process from job demands to lower well-being among public servants is still understudied, this article fills this gap by analyzing this process using the increasingly applied Job Demands-Resources model. To test the health-impairment process, we asked ourselves the question: What is the relationship between sector specific job demands and work-related well-being (work engagement and emotional exhaustion) of public servants and which big five personality traits ensure that either the hindering effect of these demands is lowered or the challenging effect enlarged? We analyzed four public sector demands including organizational restructurings, technological innovations, aggression from citizens, and integrity pressure. Based on the analysis of two representative subsamples of the Dutch public sector (respectively 8.537 and 8.310 respondents) it can be concluded that all job demands negatively relate to well-being. However, the results show that organizational restructurings is the strongest hindering job demand, as it worsens well-being while the experiences with the demand are predominantly negative. At the same time, technological innovations is the least hindering demand due to the rather positive perceptions. Moreover, some personality traits turned out to be demands instead of resources, opening new doors for future research in the health-impairment process of public servants.

[view paper \(if available\)](#)

RM

Contributions of Machine Learning to Organizational Research (session 962)

The Predictive Power of Latent Variables: An In-Depth Analysis of Crowdfunding Project Descriptions

Author: **Frederik Situmeang**; Amsterdam U. of Applied Sciences

Author: **Johan Chou**; Amsterdam Business School, U. of Amsterdam

This paper outlines a research methodology based upon Latent Dirichlet Allocation (LDA), an unsupervised machine learning method to extract latent topics from crowdfunding project descriptions and examine the relationship of these topics and project funding success. This paper also analyzed whether sentiment, subjectivity and text positioning of a project content description have an impact on the funding rate. By analyzing 10.000 past crowdfunding projects, this study identified 8 latent topics that can be used in predicting project funding by backers. The findings also indicate that textual content that have a positive sentiment increases the likelihood of funding success. Furthermore, project descriptions that are objective in the middle and at the end have a positive effect on funding success. This study also found that there are interaction effects present with the identified variables that impact the rate of funding depending on their location within a project content description. The analysis presented in this paper can help to improve on the identification of the success factors of entrepreneurial and crowdfunding projects.

[view paper \(if available\)](#)

Social Identity Theory and Abduction in Management Research

Author: **Marco S. Giarratana**; IE Business School

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RM

Exploring New Methodological Avenues: Opportunities & Challenges of Qualitative Meta-Studies (session 961)

Systematic knowledge syntheses in qualitative research has long been given only limited consideration. However, recently there has been an increasing interest in qualitative meta-studies as evidence-based approaches to synthesize the richness of qualitative studies in management studies. In this symposium, we want to demonstrate that management scholars can largely benefit from the ever-expanding amount of qualitative evidence that is available in our field to refine, extend, and build new theory and to steer subsequent research into new directions. Notably, there are different methodologies available for synthesizing qualitative studies. The symposium will highlight different approaches to synthesize qualitative research, their aims, their challenges, and how they can be fruitfully applied in management research. We believe it is time to consolidate the learnings from work in this area by having a discussion on the most promising, as well as most contentious, issues around qualitative meta-studies.

Asynchronous

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

Author: **Martina Pasquini**; IE Business School
Author: **Konstantina Valogianni**; IE Business School

The objective of this paper is to map the development and the application of Social Identity Theory (SIT) in management studies to understand why and how a unique theoretical structure spurs into multiple and different applications across idiosyncratic fields. Although rooted in psychology and with primary initial application in the sociological field, SIT theory has expanded increasingly in management studies. By employing machine learning, we analyzed title, abstract and keywords published in top-tier business journals from 721 articles published in the period 1995-2019. Specifically, through Natural Language Processing, we identify 4 main topics that employ SIT as underpinning theory: teamwork, organizational theory, marketing studies of green consumption, and strategic studies. Beyond their thematic content, these four topics differ in the use of the three mechanisms of identification, categorization, and comparison that are the backbone of the SIT development. We argue that this is due both to the abduction logic, which is typical in management research, and the nature of the fields where these mechanisms are applied.

[view paper \(if available\)](#)

Validity Concerns of Using Machine Learning in Management Research

Author: **Nan Zhang**; American U., Kogod School of Business

Author: **Heng Xu**; Pennsylvania State U.

Author: **Mo Wang**; U. of Florida

The adoption of machine learning (ML) techniques in business research has significantly grown in recent years, with many studies using off-the-shelf ML algorithms to replace the labor-intensive coding of large unstructured datasets. Most published studies, however, failed to examine how errors in ML outputs affect the validity of the study results. This article shows, if unchecked, even a very small machine learning error (e.g., 5% for a binary output) could be amplified in subsequent statistical analysis to produce significant changes in research outcome, hence threatening its validity. After clearly

differentiating two seemingly interchangeable concepts (i.e., ML error in the ML output vs. ML-induced bias in the empirical-analysis output), we develop a theoretical framework that demonstrates the possibility of having a large ML-induced bias despite of a small ML error. We discuss three common sources of the error-to-bias amplification stemming from the design of an ML algorithm. To mitigate the amplification, we introduce a novel correction process that not only significantly outperforms baseline approaches commonly adopted in the existing literature, but also can be readily adopted for a wide variety of ML algorithms and empirical studies. These advantages are demonstrated through a study that applies a state-of-the-art ML algorithm for facial recognition using real-world data.

[view paper \(if available\)](#)

Machine Learning in Management Research: An Integrative Typology, Review, and Research Agenda

Author: **Shuang Liu**; Clemson U.
Author: **Zeki Simsek**; Clemson U.

Machine learning research has a long history in several disciplines, but its use and applications in the management field remain limited and disjointed. Recent technological advances in computational power and architectures, increasing availability of big datasets, and innovative algorithms have transformed the implications that ML holds for management scholarship. These implications make it necessary to develop a systematic and systemic understanding of ML in management research. Towards that end, we first advance an integrative typological framework that specifies and clarifies major categories of ML for different research purposes. After clarifying how each ML category may look like in management research, we then use the framework to provide an integrative review of all published ML studies in the field. We conclude with an integrated agenda for future research informed by the framework and results of review.

[view paper \(if available\)](#)

SIM

Abusive Supervision and Managerial Punishment (session 964)**Contextual Influences on Managers' Restorative vs. Punitive Responses to Workplace Wrongdoing**

Author: **Kenneth D. Butterfield**; Washington State U.

Author: **Jerry Goodstein**; Washington State U.

Author: **Nathan Robert Neale**; U. of Houston, Downtown

Author: **Mengjiao (Rebecca) He**; Washington State U.

A growing stream of management literature examines how reparative or restorative responses can be integrated with traditional punishment in responding to employee wrongdoing (e.g., Goodstein & Aquino, 2010). However, little is currently known about the influence of the organizational context on the manager's decision to respond with a more restorative vs. punitive approach. Using data from 638 employees in a wide variety of organizations and industries, we tested hypotheses regarding contextual influences on the manager's decision to respond in a more restorative or punitive manner. Results suggest that forgiveness climate, punishment climate, type of wrongdoing, and seriousness of wrongdoing had significant effects on the manager's response beyond the effect of individual factors such as managers' retributive/restorative justice orientation. We discuss implications for practicing managers as well as avenues for future research.

[view paper \(if available\)](#)

When Threat Governs: An Identity-Based Model of Managerial Punishment

Author: **Kristie Joy Neff Moergen**; U. of Arkansas

Author: **Jennifer J. Kish-Gephart**; U. of Arkansas

Author: **Jacqueline Tilton**; Appalachian State U.

The economic and social cost of misconduct in the

SIM

Artificial Intelligence, Emerging Technology, Algorithms (session 968)**Blockchain's Potential Impacts on Supply Chain Sustainability in Developing Countries**

Designated as a "Best Paper" for SIM

Author: **Nir Kshetri**; U. of North Carolina, Greensboro

Many high-profile initiatives have been undertaken to incorporate blockchain in supply chains. While researchers have recently focused their attention on blockchain's impact on supply chain management, little is known about this phenomenon from the standpoint of sustainability and in the context of developing countries. The article seeks to address this gap. Multiple case studies of blockchain projects in developing countries to assess product quality, environmental accounting and social impact measurement have been discussed, which are likely to address these challenges. Seven propositions have been developed, which consider blockchain's technical potential in developing sustainable supply chains in developing countries with respect to institutional, economic and technical factors as well as power distribution-and integration- related issues in inter-organizational networks. This article contributes to the existing literature by providing new insights into blockchain's role in promoting sustainable supply chains in the context of developing countries.

[view paper \(if available\)](#)

Morality 2.0: A Model of Individual Moral Behavior Within Human-Machine Interactions

Author: **Scott Reynolds**; U. of Washington

Author: **Ussama Ahmad Khan**; U. of Washington, Seattle

Drawing from theory and research in a several areas including anthropomorphism, social power, and behavioral ethics, we propose a model of human-

workplace is staggering. Despite it being in the best interest of organizations for managers to apply consistent, fair sanctions aimed at reducing misbehavior, punishment is often variant—either perpetuating misconduct or leading to adverse secondary effects. While previous literature has made clear the experience of subordinates and those observing punishment, current literature fails to account for the processes underlying managers' reactions during punishment. In this paper, we outline an identity-based model of punishment that makes explicit managers' felt identity threat across three relevant identities during the evaluation of the misconduct and the subordinate: a manager's relational identity, organizational identity, and/or moral identity. The resulting sense of anxiety from this threat burgeons concentrated identity work on the part of the manager, which in turn influences the application of sanctions and long-term effectiveness of the leader. In conclusion, we offer practical implications for both managers and organizations that will bolster successful punishment, aimed at reducing misconduct in the workplace.

[view paper \(if available\)](#)

Moral Feedback: A Theory of its Mechanisms, Contingencies, and Implications

Author: **Young Won Rhee**; U. of Washington

Moral self-regulation has attracted substantial research attention as a mechanism that explains employee moral behavior. However, an important piece of moral regulation has been largely overlooked in the literature, namely, supervisory moral feedback. To theoretically explain the behavioral corrective function of moral feedback, we define two different forms of supervisory moral feedback: criterion referenced and social comparison moral feedback. Drawing from the feedback intervention and moral decision-making literatures, we argue that criterion referenced moral feedback decreases subsequent employee immoral behavior through cognitive pathways, while social comparison moral feedback does so by distinct mechanisms involving social pathways. We also define three different dimensions of the behavioral correction, duration, breadth, and immediacy, and

machine interaction and moral behavior. In contrast to existing social psychological perspectives on this topic, we do not limit our theorizing to current machine capabilities but acknowledge that machines can and will dramatically surpass humans in many of their most key capabilities. Thus, we specify the first step in the dyadic relationship as a general assessment of humanness and propose that individuals can perceive machines as sub-human, humanlike, or super-human. We then argue that each conclusion elicits a different moral paradigm that results in different approaches to moral decision-making and moral conduct within the relationship and potentially beyond. Ultimately, we provide a comprehensive and more accurate understanding of how individual morality is shaped by interactions with machines.

[view paper \(if available\)](#)

The Problem of Value Alignment in Business Decision Making: Humans vs. Artificial Intelligence

Author: **Thomas J. Donaldson**; The Wharton School, U. of Pennsylvania

Author: **Cristina Neesham**; Newcastle U.

The new robotic revolution promises, or threatens, to delegate increasingly important, higher-order business decisions to artificial intelligence (AI). In this paper, we analyze how humans treat values as instrumental or intrinsic; discuss two important sources of value misalignment in traditional, humans-led business decision making (namely, over-instrumentalization of value judgments, and psychological distance); and examine the problem of value misalignment between decision-maker and society in terms of moral dissonance with personal values, highlighting the capacity of humans to self-correct and achieve value re-alignment (for example, using dissimulation resources such as beneficent hypocrisy). We identify AI as currently unable to replicate this human capacity, and call for the application of a precautionary principle as normative default in all innovations involving the introduction of AI in business decision making contexts where value alignment problems are likely to occur.

[view paper \(if available\)](#)

propose that the behavioral correction effect of moral feedback varies contingent upon factors at the individual, team, and organizational levels. The present conceptual analysis highlights supervisors' role in guiding subordinates who are "morally astray" and offers practical guidance on how to administer moral feedback consistent with the moral goals of an organization.

[view paper \(if available\)](#)

Antecedents and Outcomes of Abusive Supervision: An Approach-Inhibition Theory of Power Perspective

Author: **Ying-Ni Cheng**; National Defense U.

Author: **Changya Hu**; National Chengchi U.

Author: **Sheng Wang**; U. of Nevada, Las Vegas

Author: **Jui-Chieh Huang**; National Taipei U. of Business

Author: **Yen-Yu Chen**; National Chengchi U.

With serious negative consequences of abusive supervision, the need to identify factors leading to abusive supervision is critical. Drawing upon the approach-inhibition theory of power, we propose that supervisors' coercive power leads to abusive supervision and employees may passively react to abusive supervision with silence. Furthermore, we argue that organizational contexts, perceived organizational politics (POPs), will moderate the above relationships. Using time-lagged data collected from 187 supervisor-subordinate dyads, we found that supervisors' coercive power was positively related to abusive supervision and supervisors' POPs enhanced this positive relationship. Furthermore, subordinates' POPs moderated the relationship between abusive supervision and silence, such that abusive supervision was not related to silence in high POPs subordinates whereas a negative relationship was observed for subordinates with low POPs. The theoretical and practical implications of this study were discussed.

[view paper \(if available\)](#)

Asynchronous

Who is Responsible? Transparency, Affordances, and Accountability of Ethical Algorithms

Author: **Maggie Minghui Cheng**; McMaster U.

Scholarship across different disciplines has reached a consensus that algorithms cannot themselves be held responsible for the ethical implications of decisions. However, while management research argues that the designers of the algorithms should be held accountable for the ethical implications of management decisions, computer scientists believe that such accountability must be attributed to the owner or operator of the algorithms, except in the case of malfunctioning code. This article critiques the assumptions of both competing views and provides a perspective based on affordance theory to attribute the ethical obligation of management algorithms to different actors. The article uses an artifact-centric approach to create a framework that diagnoses transparency and accountability issues of algorithms in management practices.

Recommendations for both research and practice are provided.

[view paper \(if available\)](#)

Asynchronous

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Corporate Irresponsibility (session 965)

Event and Core Stigma in Corporate Scandals

Author: **Ralf Barkemeyer**; Kedge Business School

Author: **Arno Eerikki Kourula**; U. of Amsterdam

Author: **Lutz Preuss**; Kedge Business School

Author: **Olivier Gergaud**; Kedge Business School

Author: **Christophe Faugère**; Kedge Business School

This paper argues that event and core stigma play an important role in shaping how the media cover corporate scandals. We utilize a novel dataset of 200 corporate scandals to analyze the interaction of different forms of stigma and corporate responses as well as their effects on scandal-related media coverage. As the dataset covers the period of 1988 to 2017, we are able to provide a dynamic and contextualized picture of how event and core stigmas affect the extent, length, and peak of media coverage. Our findings point to distinct roles for both core and event stigma in shaping media attention to a corporate scandal. Counterintuitively, we consistently find corporate scandals that are characterized by high levels of stigmatization to be associated with lower levels of media coverage. We attribute this pattern to the fact that a scandal linked to a stigmatized organization confirms existing preconceptions regarding the deep-seated flaws that characterize this organization. For non-stigmatized organizations, we find the choice of response strategy of denial to aggravate media coverage relative to a strategy of accommodation, whereas this pattern does not hold to the same extent for stigmatized organizations.

[view paper \(if available\)](#)

No Name, No Shame: How Availability Heuristics and Irresponsibility Attributions Damage Reputation

Author: **Giulio Nardella**; Loughborough U., School of Business and Economics

Conventional wisdom holds that instances of

CSR and Firm Performance/Value (session 967)

When Benefits are Lost: Contextualizing CSR, Marketing Capability, and Firm Performance in China

Author: **Xu Wang**; U. of hong kong

Author: **Kevin Zheng Zhou**; U. of hong kong

Author: **Kui Wang**; Shenzhen Audencia Business School

Prior research tends to view corporate social responsibility (CSR) as beneficial to firm performance, building on the premises that the public holds strong demand for CSR and that CSR actions are the strategic choices made by firms. However, such a view overlooks the conditions in which these two premises no longer hold. Challenging prior views, we propose that when institutional environments question these premises, CSR may lose its benefits and become a liability for firm performance. Based on analyses of data on listed firms for the period running between 2008 and 2017 in China, we show that CSR negatively affects performance by reducing firms' marketing capability, and such negative effect is weaker in regions with higher density of Buddhist beliefs but is stronger when government influence is more difficult to avoid. These findings carry strong implications for broadening our theoretical understanding of CSR research.

[view paper \(if available\)](#)

MNCs and Grand Challenges in Areas of Limited Statehood: MNCs and Grand Challenges in ALS

Author: **Sameer Azizi**; Roskilde U.

This paper problematizes the CSR-Grand Challenges nexus by stressing that profit-seeking motives and logic of multinational corporations condition their role as agents for development. An analytical framework is developed to analyze how corporations balance the business vis-à-vis development case of three corporate modes of

corporate social irresponsibility (CSiR) imperil corporate reputations. Yet, there is little theoretical or empirical evidence regarding how and to what extent reputations are harmed by CSiR. Drawing on the availability heuristics literature and attribution theory, this study examines how stakeholder perceptions of CSiR generate reputational effects. By exploring a unique dataset of 1,518 CSiR events, we explain how and why organizations with greater cognitive availability to assessors, i.e. celebrity firms – suffer especially significant reputation damage following CSiR. We elaborate on how cognitive availability influences assessor application of availability heuristics and how this process may be largely responsible for the influence of organizational celebrity as an interpretive frame.

[view paper \(if available\)](#)

Justified by Ideology: Why Conservatives Care Less about Corporate Social Irresponsibility

Author: **Anna Jasinenko**; U. of Lausanne, HEC Lausanne

Author: **Fabian Christandl**; Hochschule Fresenius

Author: **Timo Meynhardt**; HHL Leipzig Graduate School of Management

This study examines the cognitive and motivational process underlying the effect of conservatism on corporate social responsibility (CSR) perceptions, as well as the contrast in the effect of conservatism on the perceptions regarding irresponsible versus responsible companies' CSR. Building on political psychology and system justification theory, we identify and successfully test market system justification (MSJ) as a specific form of motivated social cognition underlying the ideological differences in CSR perceptions and reactions. Using three empirical studies, we find that conservatives' (compared to liberals) relatively high MSJ results in less critical CSR perceptions of irresponsible companies and, in turn, in less penalizing reactions. Moreover, we find that conservatism influences the CSR perceptions regarding irresponsible companies more strongly than those of responsible companies because MSJ affects only behavior threatening the idea of fair markets (i.e., low CSR). Overall, the results improve the prediction of consumers' reactions to socially irresponsible and responsible

engagement in CSR. The study focuses on an embedded case study of four MNCs operating in the mobile telecommunications industry in Afghanistan that is conceptualized as Areas of Limited Statehood. Such analytical approach provides rich opportunities for MNCs to act upon prevalent and urgent Grand Challenges. The findings reveal that all four MNCs are actively undertaken philanthropic, integrative and innovative modes of engagement in addressing key Grand Challenges. However, the findings indicate that the 'business case' of such engagements condition and even determines the 'development case' of their CSR practices. In order to act as development agents (i.e. allocate resources to pro-poor issues, give primacy to the poor, and account for their impact) for-profit corporations need to overcome managerialism, lack of scalability/sustainability and commodification in Areas of Limited Statehood.

[view paper \(if available\)](#)

Measuring CSR by Aim, Approach, and Action: Impact on Accounting and Market Performance in China

Author: **Ke LU**; U. of hong kong

Author: **Ri Wang**; Cornell U.

We adopt a new model called SDV (Sustainable Development Value), built upon 3A (Aim, Approach, and Action) as a strategic management process to measure CSR. We explore the CSR-CFP relationship by distinguishing accounting performance (return on assets) and market performance (risk-adjusted return on stock). Regression results from 1,245 observations of large listed companies in China from 2014 - 2019 prove that SDV has a significant positive relationship with accounting performance but no significant relationship with market performance when controlling for factors like company size and industry. However, if we divide SDV into three groups of 415 (with low, middle and high SDV), the t-test demonstrates the high SDV group has the highest market performance. The contradictory results indicate different mechanisms of CSR-CFP relationship with regards to accounting and market performance, which are further explained by the 3A model.

companies.

[view paper \(if available\)](#)

Hidden in a Group? Market Reactions to Multi-Violator Corporate Social Irresponsibility Disclosures (WITHDRAWN)

Author: **Chang Liu**; Rutgers Business School

Author: **Stephanie L. Wang**; Indiana U., Bloomington

Author: **Dan Li**; Indiana U.

The public media often discloses multiple firms' corporate social irresponsible (CSI) behaviors all together (i.e., multi-violator CSI disclosures). Drawing on attribution theory, we propose that multi-violator CSI disclosures generate perceptions of high consensus across all implicated firms' behaviors. Such consensus leads shareholders to attribute each firm's CSI behaviors to external factors and subsequently lessens negative market reactions to the implicated firms. Further, the situational distinctiveness and temporal consistency of the focal firm's past CSI behaviors mitigate the relationship between CSI disclosure type (i.e., multi-violator vs. single-violator CSI disclosures) and stock market reactions. Empirical findings based on a sample of 30,739 public media CSI disclosures linked to 1,166 S&P 1500 firms between 2008 and 2017 support our hypotheses.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

Stigma and Negative Spillover (session 963)

[view paper \(if available\)](#)

Slacks and Capabilities: Investigating the Conditions that Enable CSR to Reliably Create Value

Author: **Hao Lu**; U. of Calgary

Author: **Xiaoyu Liu**; Saint Mary's U.

Current literature has shown that an increase in CSR may not reliably lead to an increase in firm value. Yet, theoretical arguments and empirical evidence that investigate the trade-off between an increase in firm value and an increase in uncertainty is scarce. More importantly, research on when CSR can be a reliable strategic asset is scarce. In this paper, we attempt to fill these gaps by: (1) investigating the relationship between CSR and both the mean (measuring the level of impact) and variance (measuring the reliability of impact) of firm value distribution simultaneously, and (2) exploring the conditions under which CSR can be a reliable value enhancer (increase mean but does not increase the variance of value distribution). Using the multiplicative heteroscedasticity estimation model and dynamic panel regression structure, we find that CSR by itself is an unreliable value enhancer (increase value but also increase the variance of value distribution). We also find that the impact of CSR on firm value is more reliable when a firm has more slack in hand or when a firm has higher capabilities in future profitability and risk management. This research provides practical guidance to managers on the conditions under which the efficacy of CSR can be reliably realized.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

Unethical Behavior Seen from a Different Angle (session 969)

Stigma and Firm Reactivity: Understanding the Drivers of Human Rights Policy Adoption at MNEs

Author: **Tricia Olsen**; U. of Denver

Author: **Kathleen Rehbein**; Marquette U.

Author: **Annie C. Snelson-Powell**; U. of Bath

Author: **Michelle Karen Westermann-Behaylo**; U. of Amsterdam

While global supply chains have long been implicated in human rights abuses, the processes firms use to discover, remedy, and prevent abuses in their operations are still emerging. The primary objective of this research is to analyze the emergence of new corporate behaviors, specifically the diffusion of corporate human rights policies amongst MNEs. We build an "Awareness-Motivation-Capability (AMC)" model to identify and analyze firm and industry-level factors that shape a firm's decision to adopt a human right policy. This paper contributes to empirical research on business and human rights by systematically analyzing corporate adoption of human rights policies at 7,400 global companies over time, 1999 – 2018, using ASSET4 data. Given the dynamic nature of policy adoption, we employ a Cox proportional hazard model. This enables us to understand the significance of each factor and whether it delays or advances the timing of policy adoption. Recognizing that the human rights abuses of MNEs are "stigma-producing" events helps explain our surprising finding; the occurrence of human rights controversies motivates firms to respond with human rights policy activity only when the firm itself is affected, implying reactive rather than proactive policy adoption strategy is at play for MNEs.

[view paper \(if available\)](#)

If Life Deals You Lemons, Make Lemonade: CSI-Based Crises and Responses Through CSR Practices

Author: **Aline Pereira Pundrich**; EM Strasbourg Business School

Author: **Luciano Barin Cruz**; HEC Montreal

Author: **Natalia Aguilar Delgado**; HEC Montreal

This paper examines the use of corporate social responsibility (CSR) practices as tools of crisis management in the context of socially irresponsible

External Work Locus of Control and Unethical Pro-Organizational Behavior: A Dual-Path Model

Author: **Chen Tang**; U. of Illinois at Urbana-Champaign

Author: **Ying Chen**; U. of Rhode Island

Author: **Wu Wei**; Wuhan U.

Drawing on the person-situation interactionist perspective of ethical behavior, we examine whether and how external work locus of control influences employees' unethical pro-organizational behaviors (UPB). We propose a dual-path model in which the external work locus of control has both a direct and an indirect effect on UPB. For the indirect effect, we hypothesize a moderated mediation structure in which the indirect effect of external work locus of control on UPB through the perceived performance pressure is conditional on employees' leader-member exchange (LMX) quality with their direct supervisors. The results from a time-lagged, three-wave sample of 452 employees in the service industries support our theoretical model. We find that external work locus of control is related positively to UPB. Moreover, LMX moderates the indirect relationship between external work locus of control and UPB through performance pressure, such that the indirect effect is stronger when LMX is high. These findings highlight the important role of external work locus of control as a dispositional antecedent of UPB, as well as the role of performance pressure and LMX, two situational factors, in predicting employees' propensity to engage in UPB. Theoretical and managerial implications are discussed herein.

[view paper \(if available\)](#)

Corporate Greed: Formalizing the Construct and Explicating its Organizational Consequences

Author: **Katalin T. Haynes**; U. of Delaware

Author: **Nathan A. Bragaw**; U. of Delaware

Our conceptual paper explores the merits of stakeholder versus shareholder capitalism through the concept of corporate greed. We define and set boundary conditions for the construct, summarize its precursors, and theorize about its organizational consequences. We posit corporate greed incorporates the simple rule, or shared heuristic, of

behavior, an overlooked area of research. By employing a multiple case and inductive approaches, this paper aims at better understanding the responses to crises emerging from irresponsible organizational behavior and analyses the context of the oil industry, illustrated by the case of the Brazilian company Petrobras, in order to do it. Our findings indicate five different strategies and three mechanisms to minimize externalities caused by organization's irresponsible behavior. As a result, our study presents three main contributions. First, it contributes to the field of crises management, especially in what concerns the use of CSR to respond to events of crises, for it draws attention to the rupture that characterises crises as source of new practices, new ideas and new commitments organisations may assume. Second, it advances the development and discussion of the concept of corporate social irresponsibility, which deserves consideration due to its importance and its recurrence within organizations. Third, it extends the use of CSR as a response to CSI within contexts of crisis, highlighting the positive and negative aspects of the interactions between both fields.

[view paper \(if available\)](#)

From Signals to Reform Narrative: Reputation Repair Following Corporate Environmental Misconduct

Designated as a "Best Paper" for SIM
Author: **Guido Berends**; U. of Groningen
Author: **Jordi Surroca**; U. of Groningen
Author: **Bjoern C. Mitzinneck**; Groningen U. (RuG)

Past research has devoted significant attention to understanding how firms behave in the aftermath of misconduct to counter reputational threats. This research, however, primarily focused on identifying individual responses, without considering that in practice firms often combine multiple actions to signal reform. By integrating insights from narrative theory into signaling research, we argue that signals to conjointly restore reputation need to follow a certain pattern and logic—signals need to tell a reform narrative. Empirically, we conduct a longitudinal analysis examining and comparing different signaling behaviors of publicly traded U.S.

shareholder primacy, which leads to mutually opposing effects on firm performance: it benefits performance in the short term through a focus on short term horizons and exploitation strategies but hurts performance in the long term as it develops an instrumental ethical climate that decreases organizational commitment. A discussion of the implications follows.

[view paper \(if available\)](#)

Job Tenure, International Work Experience, and the Acceptance of Corruption

Author: **Christian Hauser**; Swiss Institute for Entrepreneurship

Author: **Petra M. Moog**; U. of Siegen

Author: **Arndt Werner**; U. of Siegen

In the past, management studies have paid insufficient attention to the relationship between professionals' career-related backgrounds and their corrupt business practices. Therefore, the aim of this paper is to gain deeper insights into career-related factors shaping professionals' tendency to condone corruption. Specifically, we focus on two central career-related factors: job tenure and international work experience. Based on a survey of 184 professionals – employed and self-employed – we find an inverted u-shaped relationship between job tenure and the likelihood of condoning corruption meaning that in the middle of their career professionals show the highest tendency to condone corrupt behavior. Moreover, we find an almost J-shaped relationship between international work experience and the acceptance of corruption. This indicates that professionals who spent most of their business lives abroad, are the most likely to condone corruption. Based on these findings, we discuss theoretical explanations and implications for research and practice.

[view paper \(if available\)](#)

CEOs to the Pillory: Punishment Reactions to CEO Pay Ratios

Author: **Maria Cristina Zaccone**; U. Cattolica del Sacro Cuore

firms in response to environmental misconduct. Consistent with our theory, we find that the effectiveness of multiple signals in restoring reputation rests upon their appropriate orchestration into a comprehensible and credible reform narrative. Taken together, our findings advance signaling theory by providing insights into how firms combine multiple signals over time. With it, we challenge prevailing assumptions of what renders signals effective. We show that when multiple coherent signals are logically sequenced and conjointly used, they do not necessarily need to be costly to be effective.

[view paper \(if available\)](#)

Doing Well by Doing Wrong: Stakeholders Salience, Wrongdoing, and Reputational Penalties

Designated as a "Best Paper" for SIM

Author: **Michael Carney**; Concordia U., Montreal

Author: **Gwyneth Edwards**; HEC Montreal

Author: **Andrea Kim**; John Molson School of Business, Concordia U.

Recent research challenges the instrumental view that a good reputation can generate positive benefits to a firm. Accumulating research finds that there are costs associated with a positive reputation and potential benefits for a bad reputation. We argue that firm adherence to economic imperatives of technology platforms can produce attractive capital market evaluations along with negative evaluations of a firm's character reputation. In a qualitative case study, we describe the divergent trajectories of Uber Technologies' emerging market and character reputations over the firm's first decade. Our study sheds new light on the process of new firm reputation formation.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Author: **Matteo Pedrini**; U. Cattolica del Sacro Cuore
Author: **Lori Verstegen Ryan**; San Diego State U.

Increased CEO compensation has given rise to a wave of public criticism and new legislation, such as the latest CEO pay ratio rule in the US. Although understanding stakeholders' reactions to corporate behavior has never been so important, relatively little is known about what influences their punishment reactions. Using a two-level, two-factor experimental design, this study examined whether CEO pay fairness and company performance influence punishment reactions. We found systematic differences in the outcome levels of the four treatments groups. Our results suggest that an effective punitive reaction occurs when corporations display what are perceived to be unfair and undeserved compensation policies. We contribute to the existing literature by integrating equity theory and deservingness theory, and shed light on the impact that apparently unfair and undeserved CEO compensation can have on individuals' reactions and corporate operations. Our findings have both theoretical and practical implications, as corporate disclosure is increasingly common and likely to influence a wide range of stakeholder reactions, including punishment reactions that can damage both a firm's reputation and its financial stability.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

GDO

Victimization in Domestic and Work Contexts: Victim and Third Party Perspectives (session 970)

SIM

Women and Marginalized Entrepreneurs (session 966)

Victimization, both at home and at work, is a ubiquitous social issue that needs continued scholarly attention. While advances have been made in understanding the consequences of victimization, much work is needed to understand the phenomena from the victim and bystander's perspectives. Through a collection of four papers, this symposium aims to broaden our understanding of victimization by 1) examining its occurrence both at work (i.e., sexual harassment) and at home (i.e., intimate partner aggression), 2) examining the role of bystanders in the victim's experience of victimization, and 3) elaborating on the specific contextual and personal factors that facilitate, mitigate, and link victimization and work-related outcomes. The symposium also provides insights on current conceptual, methodological, and practical issues related to victimization research through an interdisciplinary review of the literature. Collectively, the four papers set the stage for further scholarship on victimization and the development of policies that help mitigate its negative effects at home and at work.

Observing Customer Sexual Harassment, Empathy, and Bystander Helping: Ethical Ideology as Moderator

Yijue Liang; U. of Illinois at Urbana-Champaign
YoungAh Park; U. of Illinois at Urbana-Champaign

Critical Conditions: Reactions to the Gender and Sexual Harassment of Female Surgeons

Jennifer Griffith; U. of New Hampshire
Kelsey Medeiros; U. of Texas At Arlington

Intimate Partner Aggression and Work: An Interdisciplinary Review and Agenda for Future Research

Yaqing He; U. of Illinois at Urbana-Champaign
Catherine Deen; Australian National U.
Heath Gregg; U. of Miami
Anne M. O'Leary-Kelly; U. of Arkansas

Coping with Intimate Partner Aggression at Work: The Buffering Role of Career Adaptability

Catherine Deen; Australian National U.
Yueyang Chen; U. of Illinois at Urbana-Champaign

The Strength of Strong Ties: A Study of Women Entrepreneur Networks in Poverty

Author: **Smita Kishor Trivedi**; San Francisco State U.
Author: **Antoaneta Petkova**; San Francisco State U.
Author: **Jurgen Willems**; U. of Hamburg

This paper examines the role of entrepreneurial networks in the context of women's entrepreneurship in poverty. Using multi-method research design, we focus on the relationships between the internal and external networks of women entrepreneurs and the benefits they accrue through their businesses and communities. The findings from this study offer new insights to the literatures on women's entrepreneurship, entrepreneurial networks, and poverty alleviation.

[view paper \(if available\)](#)

Gender Composition, Loan Repayments, and Financial Capital Formation in Microcredit Groups

Author: **Denis John Griffin**; U. of Otago
Author: **Bryan W. Husted**; Tecnologico de Monterrey

Whereas theories in various disciplines explain why men generally create more capital than women as business owners, development literature has demonstrated that poor female business owners with access to microcredit perform comparatively well. We build on object relations theory in order to explain the reported high loan repayments of all-female groups. A comparison is made based on a sample of 182 microfinance groups collected in central Mexico. Utilizing structural equation modeling, tests of latent mean differences and t-tests, this study finds support for females applying more peer-group pressure in microfinance groups than males even though social sanctions hinder loan repayments. Moreover, questioning assumptions made by object relations theory and microfinance literature, we find all-female groups do not participate more harmoniously than groups with a greater composition of males. Overall, however, all-female groups perform comparatively well in regards to the repayment of loans and financial capital creation.

[view paper \(if available\)](#)

Yaqing He; U. of Illinois at Urbana-Champaign
Patrick Raymund Matutina Garcia; Macquarie U.
Peter Lemuel Teruel Cayayan; De La Salle-College
of Saint Benilde

Asynchronous

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Time for Impact: Temporal Mechanisms for Investing in Women and Minority Entrepreneurs

Author: Liz Tracy; North Carolina State U.

Author: Garima Sharma; Georgia State U.

Author: Jeffrey M. Pollack; NC State U.

The field of impact investing is growing at a fast pace, and yet women and minority entrepreneurs have been left out of this growth. Prior research has described the challenges that these entrepreneurs face in raising capital. However, we do not yet fully understand how these challenges can be addressed. In this paper, we surface the notion of 'time' in the discussion to ask: "How can impact investing practices include women and minority entrepreneurs in the growth of the impact investing field?" We answer this question by collecting interview and qualitative survey data from entrepreneurs and investors of an impact fund, specifically designed to invest in women and minority entrepreneurs. We found the challenges described by prior work, which can be understood from a temporal lens. Additionally, unlike prior work we found that investors in this fund saw impact as unfolding and lasting, offering a different assumption of time from the one based on a business case of trading short and long term. Finally, we found practices which address the challenges to move the enterprises toward impact. Our study contributes by building a temporal theory of impact investing which allows for including entrepreneurs who have traditionally been excluded.

[view paper \(if available\)](#)

Care Ethics in Social Entrepreneurship: Contextual Understanding

Author: Subhanjan Sengupta; Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India

Author: Hanna P. Lehtimäki; U. of Eastern Finland

The purpose of this paper is to add to the nascent literature on ethics in social entrepreneurship by extending contextual understanding of care ethics. We present an ethnographic study on social

TIM

Ecosystems & Platforms: Complementor Activities and Performance (session 976)

Freemium Killer Apps

Author: **Joost Rietveld**; UCL School of Management
Author: **Joe N. Ploog**; U. College London School of Management

Freemium and paid products often compete on the same platforms. More so than paid products, however, freemium products disproportionately rely on a large user base for their success. As a result, freemium products are more likely to be “hit or miss” than paid products. This raises important questions relating to which freemium products are best positioned to becoming a killer app, and under what conditions? We argue that those freemium products that unlock strong product-level network effects, which are also released when the platform has a large installed base, have a higher probability of becoming a killer app than freemium products without these features and paid products with similar characteristics. We test these arguments using a unique data-set of 9,700 video games

bricoleur entrepreneurs in rural India, and as a result, introduce an integrative framework for contextual care ethics. The study shows that context is not something “out there”, but instead, enacted in the caring practices of social entrepreneurs. This study has two major contributions. First, by departing from the notion of ethics as a characteristic of an individual we show how social entrepreneurs are ethical through human interaction. Second, by adding the analysis of formative context to care ethics, we identify how social entrepreneurs seek to make meaning of and enact the context through these relational caring practices. Bringing together analysis of care ethics and formative context deepens our understanding about care ethics as a relational practice in social entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Innovation Strategy: Value Creation and Valuation (session 971)

Smart Power, Innovation, and Firms' Valuation in High-Velocity Environments

Author: **Cristina Oana Vlas**; U. of Massachusetts, Amherst

Author: **Eugene See**; U. of Massachusetts, Amherst

Author: **Rishabh Chaudhary**; U. of Massachusetts, Amherst

This paper proposes a model of firm valuation in high-velocity environments. Such environments are characterized by extreme uncertainty that decrease the explanation power of most of the known theoretical perspectives explaining valuation. Adopting a smart power perspective, we hypothesize why some firms succeed in such environments while others fail. Smart power refers to a combination of hard- and soft-power mechanisms such as resource dependencies (hard power) and timing, illusion of power, and exploitation of others' tendencies (soft power). We identify high-velocity environments as pertaining to intense internal innovation and claim that firms'

released on Steam, the market leading platform for digital PC games. Results show that freemium games with more rather than fewer social features, that are also released when the platform has a larger rather than smaller installed base, have a 27 percentage points higher probability of becoming a hit game.

[view paper \(if available\)](#)

Cheered by the Crowd, Rejected by the Firm: The Ripple Effect of Rejections in Contest-Based Online

Author: **Michela Beretta**; Aarhus U.

Author: **Linus Dahlander**; ESMT European School of Management and Technology

Author: **Lars Frederiksen**; MGMT, BSS, Aarhus U.

Author: **Morten Fenger**; Aarhus BSS, Aarhus U.

Author: **Shahab Kazami**; Aarhus BSS, Aarhus U.

Scholars have examined how rejections affect people who generate ideas, but rarely studied how it shapes those who supported them. Those who support an idea by providing feedback on it, often invested cognitively and emotionally in this idea, and a rejection may therefore exercise a second-order effect on the wider community of participants. This effect we label the “ripple effect”. We contribute theoretically by first establishing if such ripple effect exists as well as explain what may cause this effect to work. We build on an original data set including more than 1.5 million participants involved in an online community to investigate how firm rejection of ideators’ ideas has wider effects for the idea supporters. Using a unique approach by studying popular ideas that by the design of the hosting firm trigger a selection or rejection decision, we find in differences-in-differences estimates that such ripple effects of rejection exists affecting the subsequent behavior of supporters in a negative way. These findings have broader theoretical implications by turning our attention to how rejections change the social fabric of communities.

[view paper \(if available\)](#)

Integration of Platform Features and Intra-Platform Competition: A Study in the Video Game Industry

Author: **Irfan Kanat**; Copenhagen Business School

internal innovation drives firms’ valuation following an inverse U-shape relationship. We further identify CEO regulatory focus as driving firms’ motivations to pursue smart power tactics. The analysis of a panel of innovation-intensive firms from high-velocity industries supports our framework. We conclude that while perspectives involving competency, efficiency, and learning may be useful frameworks in explaining firm valuation in established markets, a perspective focused on smart power is better fitted to explain firms’ valuation in environments plagued by extreme uncertainty. Our main contribution is to the study of power in high-velocity environments.

[view paper \(if available\)](#)

Strategizing the Co-Developments of Business Models and Ecosystems for Platforms

Author: **Sungu Ahn**; Cass Business School, City U. London

Author: **Charles Baden-Fuller**; Cass Business School, City U. London

Business Models and Ecosystems represent two important theoretical lenses for understanding value creation (and subsequent value capture). Each perspective brings great insights to understanding platform firms. When explaining platform’s value creation and capture mechanism, strategy scholars tend to focus on just one perspective. While each perspective has usefully explained mechanisms for value creation and capture and acknowledged the conceptual significance of another, interactive aspect between them has been under-explored. We suggest that bringing the two perspectives together brings added insights, especially in the cases where complementors can both create and destroy value. This paper advances theory by offering a preliminary integrated framework . Building on interdependencies as foundations of both ecosystem and business model, it shows how platform entrepreneurs can choose to design different interdependencies on a same service. With each design choice having different implications for both scale and scope, entrepreneurs can co-develop both platform business model and ecosystem. The integral view offers theoretical insights on 1) platform competitive dynamics, 2) changes in value creations and capture mechanisms understood as

Author: **Philipp Hukal**; Copenhagen Business School

We investigate the effects of complementors using technical features offered for optional integration by the platform operator in their own products. Drawing from three years of game sales data from the popular video game platform, Steam, we find that complementors generally benefit from aligning their product development with the platform. In particular, our results suggest that these benefits differ by the type of complementor. While major game developers increase their sales performance immediately as well as over time, niche complementors increase sales only over time as a result of integrating platform features. However, the effect over time is much stronger for niche complementors. Through our analysis, we argue that the digital technology foundation on which many digital platforms operate matters for intra-platform competition and we discuss these findings in the light of recent work on the digital platform ecosystems. Our study adds to the platform literature by highlighting the effects of integrating platform features for the intra-platform competition and how these effects differ by the type of complementor.

[view paper \(if available\)](#)

Do Online Service-Pitchers' Words of Certainty and Rapport-Building Boost Transactional Success? (WITHDRAWN)

Author: **Qiang Gao**; City U. of New York, Baruch College

Author: **Mingfeng Lin**; Georgia Institute of Technology

In this study, via a web platform that provides a service-oriented labor market, we examined the communication qualities (certainty- and rapport building-words) of service-pitchers' online bidding and their accompanying messages in response to job posts that ultimately got contracted during the time period of January 1-December 31, 2010. Focusing our analysis on the 587,547 seller-communications for posted jobs ending in service contracts enabled us to compare, for each contracted project, the communication-qualities of that contract's selected versus unselected service-pitchers—an impossible comparison to make for

business model / ecosystem changes, and 3) entrepreneurial opportunity formations.

[view paper \(if available\)](#)

Strategizing for Dynamic consistency in Digital Innovation: The Role of Intellectual Property

Author: **Marcus Holgersson**; Chalmers U. of Technology

Author: **Sarah Gerlinde Van Santen**; Chalmers U. of Technology

IP strategy has moved from a primary focus on value capture to increasingly also consider aspects of value creation, not the least in digital innovation. Digital innovation has created a plethora of business models and enabled business models to change, sometimes rapidly, over time. All of this has complicated the general advice that the IP strategy should be integrated with the business model. In this research, we seek to better understand how digital technology-based startups use IP strategy to support their business models under uncertainty, and especially when business models are likely to change. We study seven digital technology-based startups through 35 semi-structured interviews with elite informants. In addition to IP strategizing for value creation and value capture we find that decision-makers strive to build and maintain dynamic consistency of their IP strategies, meaning that the strategies should be compatible with, and balance between, the firms' current components of value creation and value capture, while simultaneously being compatible with future changes in the business models. The capability to achieve an IP strategy that is dynamically consistent is a dynamic capability of significant importance for innovative firms facing an uncertain future where business model change is likely to happen. We find several principles used by decision-makers to enable dynamic consistency.

[view paper \(if available\)](#)

A Firm's Concentration of Vertical Value Chain Partner Exchanges and Effects on Innovation Returns

job-postings that yielded no contract. Using conditional fixed-effects logistic regression, controlling for service-pitchers' bidding price and other characteristics, we found that the certainty with which service-pitchers pitch their services is positively associated with being selected by service-seeking buyers up to a threshold, after which online service-pitchers' message-certainty harms their contract-acquisitions; and thus, the contract-winning benefits of online service-pitchers' message-certainty was in the shape of an inverted U-shape, consistent with the "too much of a good thing" (TMGT)-effect. Also as hypothesized, we found that the TMGT- effect of online service-pitchers' message-certainty was moderated by their extent of rapport-building, such that the online service- pitchers who accompanied words of certainty with more (rather than fewer) rapport-building words tended to be more likely selected and to be less prone to suffering backlash. These two patterns repeated, also as hypothesized, when examining how the message-certainty in selected online service-pitchers' pitches affected their buyers' satisfaction with their job-completion. Our findings' theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Competition and Privacy in Online Markets: Evidence from the Mobile App Industry

Designated as a "Best Paper" for TIM

Author: **Reinhold Kesler**; U. of Zurich

Author: **Michael Kummer**; U. of East Anglia

Author: **Patrick Schulte**; Deutsche Bundesbank

Policy makers are increasingly concerned about the combination of market power and massive data collection in digital markets. This concern is fueled by the theoretical prediction that more market power causes firms to collect ever more data from their users. We investigate the relationship between market power and data collection empirically. We analyze data about more than 1.5 million mobile applications in several thousand submarkets of Google's Play Store. We observe these data for over two years and combine information on an app's data collection with information about its competitive environment. Our analysis highlights a robust positive relationship between market power and data collection. We find that more data are

Author: **Vidya Oruganti**; Grenoble Ecole de Management

Author: **Isabel-Maria Bodas-Freitas**; Grenoble Ecole de Management

Author: **Jojo Jacob**; Grenoble Ecole de Management

A firm's investment in internal and extramural R&D activities is critical for its ability to innovate. However, ability to generate returns from its innovation investments might not be similar across firms. In this regard, a firm's upstream and downstream value chain partners can influence its innovation preparedness by enriching it with knowledge about new components, technologies and market changes. But, these interactions may cause vulnerabilities to a firm such as knowledge spillovers and opportunistic behaviours, thereby constraining its ability to innovate and gain returns from innovation. We empirically address this issue in our study, and show how that there are detrimental effects when a firm has concentration of value chain partners and that they are contingent upon certain firm strategies and technological environment of the firm. We highlight that a firm's cooperation with its value chain partners may weaken the unfavourable effects their high concentration. We postulate a similar effect when the speed of technological change is faster in a firm's industry. We use secondary survey data for 770 French firms, and our findings provide broad support for our predicted relationships.

[view paper \(if available\)](#)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

being collected in concentrated markets, and apps with higher market shares collect more data. This pattern robustly emerges across a series of cross-sectional and panel regressions as well as a series of specifications that exploit exogenous variation.

view paper (if available)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

RESEARCH

TIM

Knowledge Management & Learning: TIM Conversations - Absorptive Capacity & Knowledge Generation (session 972)

Innovation via Inter-Firm Collaboration: The Role of Partner Organizational Design

Author: **Sarath Balachandran**; The Wharton School, U. of Pennsylvania

Author: **John Eklund**; U. of Southern California

Firms are increasingly leveraging external knowledge to facilitate their innovation. However, accessing the required knowledge within partner firms may be challenging due to how partners are structured. Yet, we currently have a limited understanding of how firms' innovation outcomes may be influenced by partners' organizational structures. We investigate this in the context of relationships between established firms and startups that arise from corporate venture capital investments. Using the theoretical lens of knowledge search and access costs, we argue that centralization of Research and Development (R&D) of the established firm is associated with lower search costs associated with startups finding the relevant knowledge. However, decentralization of R&D is associated with lower access costs in leveraging the located knowledge due to the more effective usage of higher powered incentives to share information within the established firm. We examine this theoretical tension within the context of the global pharmaceutical industry through 496 startup- established firm partnerships. We find that, on average, search costs outweigh access costs, thus R&D centralization of the established firm is

TIM

New Product Development: TIM Conversations - Ambidexterity and Innovation (session 973)

How Does Ambidextrous Product Innovation Link Management Innovation to Firm Performance?

Author: **Chen Han**; School of Management, Xi'an Jiaotong U.

Author: **Bo Nielsen**; U. Of Sydney

This study addresses the role of ambidextrous product innovation in bridging the missing link between management innovation and firm performance. We utilized survey questionnaires collected from China to test the hypotheses. Results reveal that management innovation benefits exploratory, exploitative, and ambidextrous product innovations. Ambidextrous product innovation acts as a mediator that connects management innovation to firm competitiveness, while no mediating effect exists for financial performance by contrast. Furthermore, market uncertainty increases the need for exploratory product innovation but decreases the mediating effect of ambidextrous product innovation.

view paper (if available)

CEO Ambivalence as a Micro-foundation of Organizational Ambidexterity: A Paradoxical Perspective

Designated as a "Best Paper" for TIM

Author: **Yongchuan Bao**; U. of Alabama in Huntsville

Author: **Wenlong Yuan**; Asper School of business, U.

associated with superior startup innovation outcomes. We also find that search costs increase with the diversity of the established firm's knowledge base making centralization of R&D even more beneficial for startups. Finally, we find centralized R&D structures to be most beneficial when the level of market overlap between the firms is moderate due to a trade-off between the absorptive capacity of the startup and competitive pressures between the firms limiting the degree of knowledge sharing increasing access costs.

[view paper \(if available\)](#)

An Empirical Investigation of Knowledge Processes in Absorptive Capacity Development

Author: **Alireza Javanmardi Kashan**; Queensland U. of Technology

Author: **Kavoos Mohannak**; Queensland U. of Technology

Studies on absorptive capacity development in firms have provided extensive evidence of the important role of knowledge processes and new knowledge development. In spite of this importance and the critical role of absorptive capacity in firms' performance, we are less clear about the micro processes of absorptive capacity development and particularly about the role of knowledge processes and knowledge development at project level. Therefore, this paper reports an in-depth case study of the process of absorptive capacity development in an automaker and in the course of four product innovation projects. Findings suggest that absorptive capacity develops step by step as knowledge processes co-evolve with new knowledge development across different levels of product architecture. Furthermore, this study finds that such maturation of absorptive capacity includes the development of different routines of absorptive capacity across a series of product innovation projects.

[view paper \(if available\)](#)

Innovation Shocks and Knowledge Creation of Emerging Technologies: Evidence from a Quasi-

of Manitoba

Author: **Yongjian Bao**; U. of Lethbridge

Author: **Brad Olson**; U. of Lethbridge

To cope with discontinuous change, recent research advocates top executives to adopt a paradoxical cognitive frame or ambivalence that accepts and accommodates the juxtaposition of both threats and opportunities as the contradictory evaluations of a strategic issue. Concomitantly, the literature on organizational ambidexterity advocates firms to implement exploitation and exploration simultaneously. Little research has yet examined whether CEO ambivalence drives or hinders organizational ambidexterity. Moreover, both exploitation and exploration require the deployment of technological capability. Whether technological capability complements or attenuates the effects of managerial cognition on firm strategic action remains in debate. Based on the theory of paradoxical frames, this study predicts that CEO ambivalence follows a U-shaped effect on organizational ambidexterity while technological capability enhances the curvilinear effect. A longitudinal survey among 260 CEOs of Chinese firms provides empirical support to the hypotheses. The research findings contain rich theoretical and managerial implications.

[view paper \(if available\)](#)

Responding to Exploration and Exploitation Pressures via a Contingency Framework

Author: **Carolina Rojas**; U. Catolica del Norte

Author: **Julio A. Pertuze**; Pontificia U. Católica de Chile

Author: **Amanda Jasmine Williamson**; Waikato Management School

According to the ambidexterity literature, organizations tend to favor either exploration or exploitation activities. Yet few articles have integrated our knowledge of why these imbalances occur, what an ideal balance is, and how to remedy any disparities between what organizations do, and what they should do. This article addresses this paucity, by situating these questions within the context of an organization's resources and level of environmental uncertainty. We present a conceptual

Experiment

Author: **Wei Yang**; George Mason U.

Author: **Yuchen Zhang**; Tulane U.

Author: **Hanyang Li**; Ohio State U.

This study explores how innovation shocks – sudden and exogenous breakthrough events – shape the evolution of emerging technologies by influencing the knowledge creation of individuals. Drawing on the literature on technological evolution and the conceptualization of knowledge creation as recombinant process essentially at the individual level, we argue that innovation shocks stimulate knowledge creation as their generic nature bridges nascent technologies with individuals' existing knowledge and experiences, enabling better search for components and configurations compatible with emerging technologies. Our empirical examination exploits an exogenous innovation shock in artificial intelligence - the winning of deep learning algorithm AlphaGo over Go grandmaster Lee Sedol in 2016. The analyses of coding activities of developers on GitHub reveals their knowledge creation of deep learning projects significantly increased after the winning, compared with that of blockchain - another influential emerging technology unaffected by any innovation shocks during the same period - providing causal evidence supporting our theory. Moreover, we found this positive effect of innovation shocks on knowledge creation is enhanced by developers' absorptive capacity and knowledge scope. This study advances the understanding of individual dynamics in the evolution of emerging technologies and the impact of artificial intelligence in creating new forms of innovation.

[view paper \(if available\)](#)

Absorptive Capacity, External Knowledge Search, and Radical Innovation: A fsQCA Analysis

Author: **Shuangshuang Tang**; Huazhong U. of Science and Technology

Author: **Beijing Tan**; Huazhong U. of Science and Technology

Author: **Zijing Wang**; Central South U.

Radical innovation requires firms' ability to utilize external knowledge in the innovation process.

four-quadrant framework delineating the link between these contextual influences and ambidexterity, through a systematic review of the ambidexterity literature. By incorporating all three questions into a single framework, this article brings together fragmented literature, highlighting the importance of a contextual lens and integrated perspective. Implications for practice and theory are discussed.

[view paper \(if available\)](#)

Antecedents of Strategic Ambidexterity in Firms' Product Innovation

Author: **Liang Mei**; National School of Development at Peking U.

Author: **Francesco Rentocchini**; U. of Milan

Author: **Jin Chen**; School of Economics and Management Tsinghua U.

Previous literature highlights how the potential conflict between "faster, better and cheaper" and the high uncertainty of the business environment force a firm choose among a number of different strategies for new product development. This study contends that companies can develop strategic ambidexterity in product innovation and rely on a wide range of different product innovation strategies, as long as effectively exploiting internal and external resources. This work explores the relationship between external knowledge sources and internal organizational capabilities and the strategic ambidexterity in product innovation. We draw on a dataset of 600 Chinese manufacturing firms and show the breadth and depth of knowledge source and three types of organizational capability (information sharing, lean management, and training and learning practices) are positively associated with strategic ambidexterity in product innovation. We also find, when external knowledge depth is associated with internal information sharing, strategic ambidexterity in product innovation tends to increase.

[view paper \(if available\)](#)

Asynchronous

Taking a fuzzy-set qualitative comparative analysis (fsQCA) approach, this study explores the relationship between a firm's absorptive capacity, external knowledge search strategies, and radical innovation from a holistic perspective. The results verified the complex complementarities between external knowledge search and absorptive capacity in affecting radical innovation and indicated a number of different configurational paths for high radical innovations. This study extends the theoretical framework of absorptive capacity, resolves competing findings in external knowledge search literature, and provides different pathways to high radical innovations.

[view paper \(if available\)](#)

Asynchronous

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Society & Technology: TIM Conversations - Institutions and Technology (session 975)

Innovation or Problem? Context Makes the Difference

Author: **Thinley Tharchen**; EMLYON Business School

Author: **Raghu Garud**; Pennsylvania State U.

We examine the constitution of different institutional pathways for e-cigarettes by actors in the US and the UK—as an innovative product in the UK, and as a problematic one in the US. These differences arose because of the different historical contingencies, future imaginaries, and current justifications present across the two contexts, leading to institutional actors in the US adopting a precautionary approach and those in the UK adopting a harm-reduction approach towards e-cigarettes. Consequently, while stringent regulations for e-cigarettes as a tobacco product were enacted in the US, “light touch” regulations for e-cigarettes as a consumer product were adopted in the UK, where it was also considered as a medicinal product. Based on these findings, we discuss how differences in contexts inform the institutional pathways for novel technologies.

TIM

University Research: Universities, Innovation & Economic Development (session 974)

University Regulations, Regional Development, and Technology Transfer: The Case of Brazil

Author: **Thiago J. Soares**; Insper Institute of Education and Research

Author: **Ana Lúcia Vitale Torkomian**; Federal U. of Sao Carlos

Author: **Marcelo S. Nagano**; U. of Sao Paulo (FEA/USP)

In this study, we explore how the quality of university internal regulations and regional economic development impact new patent applications and licensing agreements in the context of Brazilian universities. To do that, we rely on data from a recent survey conducted by the Brazilian Innovation and Technology Transfer Managers National Forum (FORTEC Innovation Survey). Employing negative binomial models, we find that the quality of technology-transfer-related regulations has a positive impact on both patenting and licensing activities. In turn, the availability of regulations per se has no (or only little) effect on technology transfer outcomes. We also find that regional economic development has a negative

[view paper \(if available\)](#)

The Effect of Asset Ownership on Project Selection: Evidence from 1970's Television

Author: **Ankur Chavda**; HEC Paris

Existing theoretical and empirical work on contracting highlights the efficiency gains possible from optimizing asset ownership when projects span firm boundaries. However, in settings where firms are able to choose among heterogeneous projects, asset ownership can also determine which projects are selected for execution. Using a regulatory shock to the US broadcast television industry, this study finds restricting television network ownership over television shows altered the types of shows commissioned by the networks. This result extends prior theoretical and empirical work on contracting by showing asset ownership not only determines the efficiency of outcomes given a project, but also can change the relative attractiveness of different projects. The relationship between asset ownership and project selection is especially important in innovation contexts where project selection has a cumulative effect by changing the marginal returns to future projects; an industry's contracting environment can therefore be a driver of the direction of innovation.

[view paper \(if available\)](#)

Exploring the Relationship Between Regulation's Strictness and Destabilizing Innovation

Author: **Michael Park**; U. of Minnesota

This paper provides a first look at how a firm's likelihood of engaging in destabilizing innovation—as opposed to consolidating innovation—is affected by the strictness of the regulation in the focal firm's industry. Although there has been past work in the management literature exploring the characteristics that distinguish the two different types of innovation, there has not been much work on how regulation can influence a firm's inclination to engage in more or less of either type of innovation. There has been work in the applied economics

impact on patenting outcomes. On the other hand, universities located in regions with higher levels of economic and innovative activity generate more licensing agreements. Finally, our results suggest that the marginal effects of the quality of both IP protection and licensing regulations is higher in more developed regions. These findings have important implications for both theory and practice.

[view paper \(if available\)](#)

The Effect of University Research on Industrial Innovation: Evidence from China

Author: **Ying (Sophie) Wang**; Boston U. Questrom School of Business

University research is well-recognized as playing an important role in boosting industrial innovation. However, empirical works that causally justify and comprehensively explore this relationship are rare. In this paper, I make use of a novel natural experiment, the reform on Chinese universities' personnel management system starting from 2008, to examine the effect of an increase in university research on industrial innovation. Using the difference-in-difference strategy, I find evidence for a positive, causal, and robust effect. I also show that the effect is driven by indirect knowledge spillover rather than direct R&D collaboration; and it is attributable mainly to high-ranking universities, though not confined to the few top-tier universities. The patterns this paper unveils have implications for the design of science & technology policies, especially on university funding and university-industry collaboration.

[view paper \(if available\)](#)

Entrepreneurial University in Practice: Synthesizing Two Decades of Evidence

Author: **Marisol Velasco Montañez**; Eindhoven U. of Technology

Author: **Madis Talmar**; Eindhoven U. of Technology

Author: **Miguel Bruns Alonso**; Eindhoven U. of Technology

Author: **Isabelle Reymen**; Eindhoven U. of Technology

Over the last two decades, the entrepreneurial

literature on how regulation in general affect all forms of innovation. However, much of their findings remain contradictory. This calls for a need to focus on a specific dimension of regulation and also a specific type of innovation. Previous literature has found the strictness of regulation to be an important dimension of regulation that influences firm strategy. Furthermore, destabilizing innovation tend to have more significant consequences for other firms. Thus, this paper chooses to explore how the strictness of regulation tends to affect a firm's likelihood of engaging in destabilizing innovation. It also considers the degree to which a firm's entrenchment in the political process—through lobbying —moderates this relationship between regulation strictness and destabilizing innovation. The paper tests the hypothesis using a novel dataset that includes 1,801 public U.S. firms across 34 years. It finds that when regulation are stricter, firms engage in less destabilizing innovation on average. However, when firms lobby, they engage in more destabilizing innovation when regulation are stricter compared to firms that do not lobby.

[view paper \(if available\)](#)

The Competition Between Chinese and American Digital Firms in China: A Dynamic Equilibrium Model

Author: **Feng Li**; Cass Business School, City, U. of London

American digital firms (ADFs) have successfully internationalized around the world, but they have all failed in China. Using comprehensive longitudinal data over six years, this study examines the competition between ADFs and Chinese digital firms (CDFs). Some ADFs initially dominated the Chinese market, but CDFs exploited their institutional advantages to erode the competitive advantages of ADFs based on superior resources and capabilities and dominant market positions. Their competition evolved over three distinctive stages, and CDFs used successive temporary advantages to achieve sustainable competitive advantages dynamically; and accomplish radical changes cumulatively through a successive pipeline of incremental innovations. A three-staged dynamic equilibrium mode of competition between ADFs and CDFs is

university has been accepted and promoted in policy circles as an ideal for universities to aspire to. Consequently, a second academic revolution is under way, adding an entrepreneurial objective to the education and research missions of the university. However, while previous research has suggested a number of approaches for universities to fulfill this mission, the body of research on the entrepreneurial university has had a limited impact on universities actually becoming more entrepreneurial. On one hand, research on the entrepreneurial university includes an elevated number of conceptual papers that develop models and typologies with no or little empirical content. On the other hand, the empirical research literature on entrepreneurial universities has consisted predominantly of case studies. No aggregation or systematic analysis of the evidence about the entrepreneurial university has thus far been performed. To address these shortcomings, we systematically synthesize two decades of evidence arising from 118 empirical studies. Toward future research, we critically evaluate the state of literature in terms of research progress and develop research continuation paths, both from a methodological and topic point of view.

[view paper \(if available\)](#)

China's Bayh-Dole Act and University Patenting: A Contingency Perspective (WITHDRAWN)

Author: **Yeyanran Ge**; National U. of Singapore (NUS)

Author: **Wei Yu**; National U. of Singapore (NUS)

Author: **Dongbo Shi**; Shanghai Jiao Tong U.

Author: **Jianwei Dang**; Tongji U.

Around the world, universities are playing an increasingly important role in the technological development of industries. Many countries emulate policies like the Bayh-Dole Act in the US by giving universities full property rights of government-funded research. Bayh-Dole-like laws have been empirically examined with mixed findings, but few studies have considered the institutional conditions and investigated the causal effect of the Bayh-Dole like policy in developing and transition economies like China. Based on the 2002 Bayh-Dole-like reform in China, we conduct the difference-in-differences (DiD) analysis at the university-IPC level and find that

developed, and contributions to extant literature are discussed. Future studies should further test the validity of the model and its boundary conditions, and explore other emerging phenomena in the digital economy.

[view paper \(if available\)](#)

Art of Adversity Thinking: Political Turnover and Innovation

Author: **Daxin Sun**; Shanghai Jiao Tong U.

By integrating political strategies literature and research on innovation, this study develops a theoretical framework and empirically test how and why political turnover affects corporate innovation. Facing political risks, information asymmetry and policy uncertainty created by political turnover, in addition to passively reducing the sense of existence, we argue that firms also use innovation as an attention-catching strategy to seek opportunities in uncertainty environment. Furthermore, we highlight how the uncertainty rooted in political turnover varies by identifying two kinds of contingent values: (1) politician's career concerns and (2) firm's political hierarchy. Using a longitudinal dataset of industrial enterprises above the scale in the context of China, we found that there is a significant positive relationship between political uncertainty and firm innovation. This is more likely to occur when new government leaders are promoted locally, while less salient if they are at the early career stage and firms are affiliated with higher hierarchies. Our research expands the literature on political uncertainty and innovation by highlighting the role of political agents, and improves our understanding of how firms strategically respond to political shocks in emerging economies.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

China's 2002 Bayh-Dole Act increased university-owned patents significantly. In addition, universities with higher prestige (supported by Project 211) and located in areas with better market conditions benefit the most from the Act. These findings provide new insights and highlight the importance of considering complementary institutional mechanisms in fulfilling the intended effect of Bayh-Dole like laws. Our research has significant implications for policymakers, especially in developing and transition economies.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

TIM

Knowledge Management & Learning: TIM Conversations - Big Data and AI in Knowledge Management (session 286)

Generating and Leveraging Customer Data Assets: Solutions Business Models

Author: **Charles Baden-Fuller**; Cass Business School, City U. London

Author: **David J. Teece**; U. of California, Berkeley

Filling a gap that has been largely ignored by the literature on technology and digital strategy we explore how machine learning (artificial intelligence) has brought about two mechanisms that create superior value from the data that customers generate from their consumption experiences. We then explore how these two mechanisms can increase demand and shelter the firm from competition; and how the resulting business models give rise to significant profit opportunities. We do this first in the context of the single firm having a simple dyadic relationship with its customers; and then for the platform firm and their complementors. To gain the greatest benefits, firms generally, and platform firms in particular, need to choose business models (value creation-capture combinations) that trade-off the value of extending the range of complementary offerings, with the need to control the complementors ability to capture value from those data. In the final section we consider how the firm might organize itself internally – and why they need to adjust the relationships between the central authority of top management and the front line – that has day to day contact with customers.

[view paper \(if available\)](#)

Busting the Black Box of Big Data: Dimensions, Effects, and Insights Creation

Author: **Maryia Zaitsava**; U. of Cagliari

Author: **Elona Marku**; U. of Cagliari

Author: **Maria Chiara Di Guardo**; U. of Cagliari

Author: **Azar Shahgholian**; senior lecturer

Based on the case study of the large-scale pilot project run in four European cities, the paper aims at opening up the black box of Big Data dimensions taking a close look at their characteristics, interactions, and effects that influence the ability of Big Data to create different types of insights for enhanced decision-making. Existing literature has mostly focused on the Big Data Analytics role in the valuable and actionable insights creation, neglecting the better understanding of the underlying mechanism of different insights creation at the level of Big Data. To take the challenge, we built a conceptual framework that explains the underlying mechanism of different types of Big Data insights creation based on what we called proliferation and additive effects. In this vein, our study contributes to the strategic management literature by uncovering and busting the black box of Data for enhanced competitive performance; it also adds new insight to technology innovation studies by disentangling the Big Data fine-grained subdimension, their distinct effects, and insight creation. Finally, several managerial implications are highlighted and further discussed.

[view paper \(if available\)](#)

Can't Stop the Feeling: Influence of Incidental Emotions on Manager's Willingness to Delegate to AI

Author: **Michelle Heber**; U. of Kassel

Author: **Sabrina Schneider**; U. of Kassel

Artificial Intelligence (AI) based technologies provide manifold opportunities to augment managerial decision-making. Managers can delegate decisions to the increasingly available and capable AI-enabled decision-making systems. This study looks into the managerial willingness to do so with a particular emphasis on the influence of emotions on the manager's choice to hand over strategic decisions to AI. Prior research has shown that both cognitive and emotional aspects influence decision-making. Furthermore, we know that emotions induced by technology influence a system's adoption and use. However, despite the acknowledged relevance of emotions, prior research has not yet emphasised the impact of incidental emotions – emotions triggered by events unrelated to the decision or the AI-enabled system use – on decision-making and delegation. Using an experimental research design enhanced by data collected through cognitive neuroscience methods, we analyse the impact of positive, incidental emotions and their states valence and arousal on a manager's willingness to delegate a strategic decision to an AI-enabled system. The findings reveal that positive incidental emotions, as well as high values of valence, positively impact a managers willingness to delegate strategic decisions to an AI-enabled system. The paper concludes by discussing the study's implications for technology adoption and managerial decision delegation by highlighting the relevance of emotional factors in managers' adoption of AI and the additional value of neuroscientific data.

[view paper \(if available\)](#)

Innovation Practices Using AI technology: Exploring Human-Machine Knowledge Conversion

Author: **Soo Young Choi**; Cass Business School, City U. London

Author: **Stefan Haefliger**; Cass Business School, City U. London

The use of AI in innovation practices creates a conundrum for knowledge creation theory. Current AI technology possesses the ability to engage with data in ways that differ from the original design due to their response to contextual input data. AI may be said to embody tacit knowledge as it evolves and learns about the human collaborator and the organisational and technological context. We explore knowledge conversion involving human and AI to understand the process of digital innovation starting from the mutually constituted innovation agency. We articulate a process model of knowledge creation extending Nonaka's seminal SECI model starting with a sociomaterial lens on knowledge conversion and a recursive relationship between the outcome of knowledge creation and the material interactions of human and AI. Our analysis links characteristics of digital innovation with the potential of AI to perform skilful work or, in other words, appear to act on tacit knowledge. This insight contributes to the literature on digital innovation a missing link for seeing material agency as intermingled with human agency and to organizational knowledge creation theory the possibility of the machine becoming part of a team. We discuss theoretical and practical implications of our study for the economics of digital innovation and suggest avenues for future research.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

RESEARCH

LIVE - OPEN

AAT

Broadening our Sight Through Replication: Insights about Replication as a Research Methodology (session 288)

This PDW was born from the learning acquired by a group of guest editors while editing a special issue on replication for The Leadership Quarterly. The special issue used a registered research report method for all submissions, so that the review process could benefit the design of the studies and ensure rigor in the replication process. For each review of the registered research report, we invited one of the original authors of the proposed replicated study to serve as a reviewer. What we learned is that, first, replication as a methodology is misunderstood and underestimated in the field in terms of the complexity and challenges associated with it. In this first lesson, we will unpack what we observed regarding close and conceptual replications and how to answer such fundamental questions as: how does one know when a replication was successful? Second, we also found that replication's challenges are more than methodological, and that some of our obstacles to successfully replicating the science of management hinge on our social and professional identities, particularly identity threat, when the theories or studies that are central to our professional identities have the potential to not replicate. Our panel of editors will suggest future direction for replication and provide insights into how to pursue replication research.

Real-time Open

THEME

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

GDO

MSR

OB

Do We Belong Here? Practicing Consensual Allyship for Community and Inclusion (session 295)

In response to the OB Division call for practically-oriented PDWs that focus on “better understanding and enacting of successful inclusion among our own colleagues”, this PDW utilizes evidence-based, accessible training and learning practices to foster skill development and community building among attendees, through the conceptual framework of fostering consensual allyship within our profession. Consensual allyship avoids speaking for others, and instead requires consent from those with whom we wish to engage in allyship (Hunt & Holmes, 2015). Instead of inclusion efforts that are directed at getting individuals to fit in the mold of the power and privilege structures that govern our communities, consensual allyship fosters the practice of creating a community of belonging, with the dominant group as allies who ensure the leadership and direction of those most affected by oppressive systems and structures. Participants will learn to recognize and describe consensual allyship; apply the principles of consensual allyship to their personal and professional roles and generate approaches for practicing consensual allyship in their professional communities to foster community creation and belonging. This practice-oriented session will include active learning methodologies such as conversational lecture segments; individualized reflection and processing activities; case studies and paired and group discussions. The session will be delivered from an inclusive, anti-oppressive, and judgment-free perspective.

Pre-registration is required for this session.

Real-time Open

DIVERSITY

PRACTICE

RESEARCH

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

OB

OMT

RM

Language, Meaning, and Organizing: Linguistic Theories and Methods of Organizing (session 301)

Over the last 30 years, our field has experienced a proliferation of theoretical perspectives that examine the language in organizational and institutional settings (e.g., impression management, framing, rhetoric, discourse, narratives, vocabularies). This proliferation of perspectives has been helped by the vast public availability of texts as well as recent methodological developments that enable us to analyze these texts like never before. However, the explosion of theoretical and methodological perspectives and increasing data availability have challenged researchers to think more carefully about selecting the most appropriate theoretical and empirical approaches for their desired research objectives. This professional development workshop (PDW) builds upon and extends a successful symposium on language held during AOM 2019 in Boston and aims primarily to provide a forum for bringing together a variety of theoretical and empirical approaches to language in the study of organizations and organizing. Our secondary goal is to broaden the scope of this growing community by inviting the participation of scholars who have used language directly or indirectly in their research and would like to contribute to this area of work in the future.

Last year, the second half of our session, the feedback roundtables, was over-subscribed. In order to help ensure you can attend, we ask that you add your information to our Google form: <https://forms.gle/8Tn7ZLPk8Loh3vWGA>. We will consider order of submissions and fit with our roundtable participants in admitting applicants and assigning pairings. Please email hovig.tchalian@cgu.edu with any questions.

Real-time Open

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

OB

OMT

Using Sport Data to Advance Management Theory: Broadening our Sight and Developing Future Direction (session 299)

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

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

THEME

HCM

RM

Applying Mixed Methods in Health Care Management Research: Principles and Procedures (session 292)

Mixed methods research is growing in acceptance in health care management research, calling for developing new research skills among future health care leaders. By integrating quantitative outcome-based approaches with qualitative stakeholder engagement methods, health care administrators and researchers should be able to better identify, assess, evaluate, and implement improvement initiatives in health care. The purpose of this interactive workshop is to discuss principles and procedures of designing and conducting mixed methods studies, and to provide participants with hands-on experience of selecting and applying core mixed methods designs in health care management research. Working in teams, participants will be able to develop research aims for a mixed methods study and use core design templates to create a mixed methods study procedural diagram. The workshop is designed for novice and seasoned researchers seeking to apply mixed methods to dissertation and funded research projects. Prior experience with mixed methods is not necessary.

Real-time Presenter

PRACTICE

THEME

RESEARCH

PDW (WORKSHOP)

LIVE - PRESENTER

OMT

OB

New Directions in Research on Occupations and Professions (session 300)

Even as occupational and professional group membership has become increasingly salient in the workplace, the field of management has only begun to recognize and examine the importance of occupational and professional dynamics relative to organizational dynamics. This workshop seeks to explore new directions in research on occupations and professions by bringing together leading scholars with participants in an interactive format to advance perspectives on the past, present, and future of this growing area of management research. The goals of this professional development workshop are three-fold: (1) provide both historical and contemporary perspectives on occupations and professions research in management and organizational theory; (2) develop new research at the cutting-edge of this occupational turn in management scholarship; and (3) build a community of scholars who are engaged in theoretical and empirical research on occupations, professions, and similar communities of practice. Through presentations from senior scholars, combined with interactive panel discussions, and research roundtables where faculty and PhD students can receive feedback on ongoing research projects on occupations or professions, we seek to advance scholarship in this important area while simultaneously building community.

Real-time Open

LIVE - OPEN

RESEARCH

PDW (WORKSHOP)

OMT

STR

TIM

New Empirical Research Directions in Organizational Search (session 303)

Organizational search has gained vast popularity among organization theorists alongside scholars in

OMT

OMT Distinguished Scholar Breakfast (session 298)

Since 1980, the Organization and Management Theory Division has been presenting the Distinguished Scholar Award to scholars whose contributions have been central to the intellectual development of the field of organization studies. As

strategy, innovation, and entrepreneurship. It aims to explain how firms learn from feedback and solve complex problems such as strategy formation, investment decisions, and technology adoption. Recent reviews point to the need for continued evolution in our understanding of search behavior by individuals and organizations, and suggest the importance of empirical work and incorporating perspectives such as managerial cognition to challenge assumptions in the current theory. In response to these calls, the purpose of this presenter symposium is to showcase new empirical research directions in organizational search by including four current studies with novel approaches. In addition, two experts with deep understanding of organizational search behavior discuss these studies and the overall theme of the symposium.

Where AI is a Game Changer: Evidence from Chess Computers

Henning Piezunka; INSEAD

Fabian Gaessler; Max Planck Institute for Innovation and Competition

Fostering Individual-Level Ambidexterity with Heightened Sense of Power

Ece Ercel; ETH Zurich

Daniella Laureiro Martinez; ETH Zurich

Petra C. Schmid; ETH Zurich

Do All Problems Have Solutions? Established Firms' Search for External Technological Opportunities

Thomas M. Klueter; IESE Business School

Anindya Ghosh; Tilburg U.

Lori Rosenkopf; U. of Pennsylvania

Resource Shocks and Organizational Search: The Role of Managerial Experience

Petteri Leppänen; Imperial College Business School

J.P. Eggers; New York U.

Real-time Presenter

RESEARCH

THEME

LIVE - PRESENTER

SYMPOSIUM

individuals, each recipient embodies a career of scholarly achievement and has had a significant impact on OMT scholarship. Come join the OMT Division to hear from this year's Distinguished Scholar, Ann Langley. Open to all OMT members and prospective members. Please join us for the OMT Distinguished Scholar Breakfast.

Real-time Presenter

PLENARY SESSION

LIVE - PRESENTER

Understanding the Relationship Between Divestitures and Innovation: The Role of Organization Design

Designated as a "Best Paper" for STR

Author: **John Eklund**; U. of Southern California

Author: **Emilie Feldman**; U. of Pennsylvania

This paper investigates a tradeoff that may exist between the quantity and quality of innovation outcomes in divesting firms, as moderated by their organization designs. On one hand, divesting firms would be expected to produce fewer inventions after undertaking divestitures due to the knowledge loss that these transactions may entail. On the other hand, divesting firms would be expected to produce more original inventions and to progress a greater proportion of those inventions into development after undertaking divestitures due to the knowledge recombination and resource reallocation benefits of these transactions. These two innovation benefits of divestitures should be lower for firms with decentralized rather than centralized Research and Development (R&D) units. We find support for these arguments in the context of the global pharmaceutical industry.

[view paper \(if available\)](#)

Weathering a Demand Shock: Firm Downstream (non-)Integration and Market Exit

Designated as a "Best Paper" for STR

Author: **Najoung Lim**; U. of Maryland

Author: **Seojin Kim**; U. of Maryland

Author: **Rajshree Agarwal**; U. of Maryland

A sudden decrease in demand can require firms to cope with adjustment and selection pressures. Focusing on the firm's pre-established vertical structure, we examine how a negative demand shock may differentially impact market exit rates of integrated and non-integrated firms. We provide theoretical reasons for advantages and disadvantages of each vertical structure and adopt a research question-based approach to allow the empirical analysis to adjudicate this relationship. Our empirical context is the U.S. medical diagnostic imaging industry (2005-2009), wherein a major legislative reform on Medicare created a derived demand shock. Using a difference-in-differences-in-differences approach, we find that treated integrated manufacturers were more likely to exit product markets post-shock. Our corroborative qualitative insights indicate non-integrated firms were better able to minimize adjustment costs than integrated firms.

[view paper \(if available\)](#)

Rumelt (1991) Revisited: Does Industry Really Matter More Than Corporate?

Designated as a "Best Paper" for STR

Author: **Ming zhu Wang**; Washington U. in St. Louis, Olin Business School

In a classic paper, Rumelt (1991) conducted variance components analysis on a sample of U.S. firms from 1974 to 1977 and concluded corporate effects to have almost no importance in explaining variation of firm performance. Follow-up studies using alternative methodologies have found the contrary, and show corporate effects to matter more than industry effects. Whether the discrepancies in the order of importance results are due to reasons beyond inconsistent methodology remain unknown. To reconcile the divergent findings across existing studies, I conduct a year-by-year replication of Rumelt (1991) using up-to-date longitudinal data of U.S. business segments. Holding methodology constant, I find that the order of importance of industry and

corporate effects has shifted relative to what was found in the timeframe of the original study. Consistent with Rumelt (1991), industry effects indeed mattered more than corporate effects using data from around the 1970s. However, when the analysis is replicated with over 40 years of data, the results show that corporate effects matter more than industry effects. A year-by-year analysis shows that the shift in order of importance occurs gradually and corporate effects become more important with more recent years of observation.

[view paper \(if available\)](#)

Do Companies Pay a Wage Penalty For Having Offshored?

Designated as a “Best Paper” for STR

Author: **Alina Grecu**; Copenhagen Business School

Author: **Wolfgang Sofka**; Copenhagen Business School

Author: **Torben Pedersen**; Copenhagen Business School

Like many well-intended strategies, offshoring has unintended consequences. We explore how companies with a history of offshoring are able to attract new employees in the future. We reason that companies need to pay a wage penalty to newly hired employees to compensate for the job insecurity signal they send when offshoring. Our theoretical model integrates mechanisms from the offshoring literature to models of compensating wage differentials. We test our predictions using offshoring survey data merged with employer– employee data for Denmark, resulting in a sample of 15,096 matched, newly hired employees by offshoring and non-offshoring companies. Our results suggest a 5% wage penalty in the case of offshoring companies, and show that this effect is stronger for domestic and cost differentiation oriented companies, but weaker when the newly hired employees join profitable companies. Taken together, this article advances our understanding of the adverse consequences of offshoring by emphasizing the labor market effects.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

12:00 EDT - 13:15 EDT

Monday, 10 August

GDO

GDO Plenary: Diversity and Inclusion in the COVID-19 Era (session 291)

The sudden emergence of the COVID-19 pandemic has dramatically shifted regular organizational routines, and has raised challenges and opportunities related to diversity and inclusion. Our panelists are diversity officers representing corporations, government, non-profits, and universities who will discuss how diversity and inclusion ideas have informed their efforts to manage the new situations we face.

Real-time Presenter

LIVE - PRESENTER

PLENARY SESSION

CAR

Lost...or Found in Translation? Exploring Ways to Broaden our Sight on Careers Research and Beyond (session 289)

This year's conference is like no other before. We decided, thus, to have a plenary for the Careers division like no other before. We are taking this opportunity to have a discussion with leaders from other AOM Divisions, as well as previous leaders of the CAR division. The discussion will revolve around where the CAR division stands with regards to other divisions (i.e., ENT, GDO, HR, IM, MED, OB) of the Academy of Management, and how the divisions could benefit from each other. In a broader sense, it will focus on how we can spur interdisciplinary research crossing the boundaries of our AOM divisions. The plenary will be articulated around an inside-out (CAR to other Divisions) and outside-in (other Divisions to CAR) perspective on mutual benefits from connecting CAR with other Divisions and disciplines. To do so, we asked the panelists the following questions: - How do you believe that other divisions could benefit from the CAR division, and from careers research? How could the CAR Division enhance other divisions? - How do you believe that YOUR division could contribute to the CAR division, and to careers research? Any ideas (e.g., joint PDWs, special issues in journals) to put some actions in place? - How do you think it would be best to integrate CAR topics with other topics (from your own division or experience) to advance research in top journals? Any ideas or suggestions on integration of themes, theories, and concepts? Any ideas of overlapping, yet complementary themes? How do we overcome difficulties in publishing this interdisciplinary research? This session is of interest not only to careers scholars, but to the broader management scholarship community. Please join us for a thought provoking and hopefully inspiring discussion about these topics with the current representatives of each division in the Academy of Management. NOTE: the panel debate is a prerecorded session that you can watch on the AOM conference platform at your own convenience. The session on Monday August 10th 2020 (noon EDT) will feature a live Q&A with part of the panel, who

MC

MC Distinguished Scholars - Practitioners Session (session 293)

Real-time Presenter

PLENARY SESSION

LIVE - PRESENTER

will be there to ask any questions you would have and discuss this topic further with interested colleagues. Please log in and join!

Real-time Presenter

LIVE - PRESENTER

PLENARY SESSION

ODC

ODC Division Business Meeting (session 296)

Real-time Open

MEETING

LIVE - OPEN

ENT

Entrepreneurship Division Plenary Session (session 290)

Real-time Presenter

PLENARY SESSION

LIVE - PRESENTER

12:00 EDT - 12:45 EDT

Monday, 10 August

MOC

OB

The Architecture of Relationships at Work: How Strangers Become Relationship Partners (session 294)

This year's Academy of Management theme is "broadening our sights." An important lens through which people perceive and make sense of their organizational environment is through the interactions and relationships that they have with other people at work. Work in organizations is inherently relational (Blustein, 2011), and people have an intrinsic need to connect with each other (Baumeister & Leary, 1995). Scholars have even argued that interpersonal relationships "are the foundation and theme of life" (Reis, Collins, & Berscheid, 2000, p. 844). Indeed, individuals' interpersonal interactions and relationships shape many aspects of their work lives, from how they see themselves and their work, to their workplace attitudes and behaviors (Sluss & Ashforth, 2007, 2008; Ashforth, Schinoff, & Rogers, 2014; Dutton & Ragins, 2007), to how they collaborate or compete with each other (Ballinger & Rockman, 2010; Garrett, Spreitzer & Bacevice, 2017). Despite these important consequences of relationships at work, the question of what relationships actually are has been a surprisingly elusive question in organizational studies. There seems to still be an "absence of a precise and widely used definition of relationships, as well as a paucity of systematic theory construction based on a commonly accepted definition of relationships" (Broom, Casey, & Ritchey, 1997: 7). Building on this point, there is very little work diving into the process of how individuals go from strangers to being in a relationship at work and how relationships evolve or persist over time. Given the paucity of theory in this area, we would like to bring together a group of experts on relationships, high-quality connections and emotions to address the foundations and dynamics of relationships and their evolution over time.

Real-time Presenter

THEME

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

AAA

Academy of Management George R. Terry Book Award Presentation (session 44)

AOM George R. Terry Book Award Committee Chair, Paul Leonardi, will present the 2020 finalists and honoree of the 2020 George R. Terry Book Award.

Mock Live

MEETING

MOCK LIVE

STR

TIM

The Need for a New Narrative on Value Capture in Open Innovation Environments (session 305)

Following Chesbrough et al. (2018: 932), we define value as "all actor-perceived consequences arising from the deployment of a resource in a collaborative process" and value capture as "the process of securing an actor-perceived benefit from participation in collaborative value creation." A large body of research has investigated the different mechanisms of value creation. However, most of this research has argued from the perspective of a focal firm, capturing input and knowledge from its periphery to enhance its innovation productivity. How the overall system of actors and contributors in an open innovation environment benefits and captures value from open innovation has been investigated much less. Value capture seems to be still an under-researched topic in the field of open innovation management. A number of researchers (Chesbrough, 2019; Jap, 2001; Moller, 2006; Wagener et al., 2010) have criticized the lack of studies of how value is appropriated. Recently, there have been calls to examine value capture in open innovation systems (Chesbrough and Appleyard, 2017; Chesbrough, Lettel, and Ritter, 2018) to address the imbalance in research between value creation and value capture. Hence, this symposium strives to examine the nature of value capture in different open innovation environments from a multi-stakeholder perspective, and to start and develop a new narrative on value capture. The format of the 90-minutes symposium will be as a moderated panel discussion, with strong interaction with the audience ? Introduction to the topic and the panelists ? Each panelist discusses the topic from his/her perspective ? Summary of key points by the discussant (5 minutes) ? Concluding statements from the panelists and organizer (5 minutes) Panelists' Discussion: Henry Chesbrough: The Need to Understand Value Capture in Open Innovation Christopher Tucci: The Changing Nature of Value Capture in a Crowdsourcing Context Ann Majchrzak: A new approach to crowdsourcing: From ideas to solutions for wicked problems Ian McCarthy: How consumer innovations and related "emotional property" impact a firm's brand value

Real-time Open

LIVE - OPEN

RESEARCH

THEME

SYMPOSIUM

SAP

Strategizing Activities and Practices Business Meeting (session 304)

Real-time Open

MEETING

LIVE - OPEN

PUBS

**Publishing in AMP Workshop
(session 314)**

All are welcome to attend.

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

OB

OMT

SIM

**Organizing Psychological and
Sociological Approaches to 'Micro'
Corporate Social Responsibility
(session 312)**

In an effort to broaden our sight, we propose to explore the organization of corporate social responsibility (CSR) at a micro- level in a new way. The field of micro-CSR is a fast-growing yet highly fragmented field of empirical studies with strong roots in both the OMT and the OB communities, with SIM and ONE scholars often straddling both perspectives. Micro-CSR scholars in both communities share a common goal of providing the CSR literature with empirically- informed theoretical microfoundations – i.e., foundations based on individual actions and interactions underlying any CSR-related activity – pertaining to how individuals engage in, affect, and are affected by, CSR practices. While operating under the same 'micro- CSR' banner, OMT and OB scholars bring distinct disciplinary perspectives and methodological approaches to study different types of individual-level CSR phenomena. In this workshop, we aim to describe, review and contrast theory and research in two distinct sub-areas within micro-CSR literature: 'sociological micro-CSR' research that members of the OMT division find familiar and typically conduct, and 'psychological micro-CSR' research that is familiar to and largely conducted by members of the OB division. Our PDW contributes to this year's AOM theme of "Broadening our Sight": our goal is to overcome theoretical and methodological dichotomies that currently characterize micro-CSR research. To that end, we have invited OMT and OB

MED

**MED Board and Past Chairs'
Luncheon (session 977)**

Asynchronous

MEETING

ASYNCHRONOUS

RM

OB

HR

**Ask the Experts: Quantitative
Research (session 315)**

This PDW has a long-standing tradition as a crowd favorite, and is a great opportunity to ask experts in quantitative research any questions you might have in areas such as multi-level modeling, longitudinal/panel data analysis, teams/aggregation, content analysis, meta-analysis, latent profile analysis, common method bias, and user questions related to statistical programs such as HLM, STATA, R, and Mplus. No preregistration is required, and the format is very laid back; attendees are encouraged to come and go as they please to have their questions answered by prodigious methodologists in the field.

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

micro-CSR experts who are active members of the OMT, OB, SIM, and ONE divisions. The experts will facilitate the discussions and work with the audience toward identifying opportunities for cross-fertilization and formulating ideas for future research.

Prior to the PDW, we would like you to submit a short proposal including (1) your research idea in the spirit of this PDW's objective of bridging psychological and sociological micro-CSR perspectives; (2) your motivation for participating in the PDW; and (3) your disciplinary background. Don't forget your name and affiliation! Please submit to Christine Moser, c.moser@vu.nl.

Real-time Open

INTERNATIONAL

PRACTICE

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

AAT

ENT

Broadening Entrepreneurial Diversity: Seeing Diverse People, Contexts and Missions (session 307)

This symposium highlights the importance of gender and diversity in entrepreneurial opportunities and the role that entrepreneurial ventures play in solving social and environmental challenges. By exploring entrepreneurial diversity in terms of people, contexts, and mission – by women and minorities, in higher education, Latin America, through crowdfunded organizations, etc. – the key objective of this symposium is to explore how communication, team diversity, and the practice of sustainable entrepreneurship can be enhanced by gender and diversity considerations. The papers in the symposium broaden our understanding of factors that have come to shape the practice of sustainable entrepreneurship and opportunities for new venture creation to generate social impact.

New Venture Start-up Teams: Economic Sustainability, Survivability, and Diversity

Dawn DeTienne; Colorado State U.

Troy Victor Mumford; Colorado State U.

M. Travis Maynard; Colorado State U.

The Battle of the Sexes: An Empirical Investigation of Founder Gender Effects in Environmental Eship

Siddharth Vedula; Babson College

Sanwar A. Sunny; U. of Baltimore

Complements or substitutes? An Organizational learning perspective on female mindset diffusion

Lilach Trabelsi; U. of Geneva

Maurizio Zollo; Imperial College Business School

Mario Daniele Amore; Bocconi U.

Paola Profeta; Bocconi U.

Women and Responsible Entrepreneurship. Evidence from B Corporations in Latin America

Jorge Davalos; U. del Pacífico

Maria Priale; U. del Pacífico

CMS

CMS Plenary (session 308)

CMS Plenary

Real-time Presenter

PLENARY SESSION

LIVE - PRESENTER

Bryan Daza; U. del Pacifico
Frances Ninahuanca; U. del Pacifico

**Institutional Constraints in the Informal Economy:
Decision to Register in an Informal Market**

Arielle Newman; U. of Southern Mississippi

**Mirror vs. Mold: Do University Websites Create
Bias in Male-dominated Majors?**

Rosanna Garcia; U. of Denver
Dan Baack; Ball State U.

**Developing Sustainability Learning at Higher
Education Institutions**

Beatriz Rivera; U. of Puerto Rico
Sylvia Lopez-Palau; U. of Puerto Rico

**The Climate Change Entrepreneur: Realizing
Imaginary Futures**

Kathi Kaesehage; U. of Edinburgh
Richard T. Harrison; U. of Edinburgh

Real-time Presenter

THEME DIVERSITY SYMPOSIUM LIVE - PRESENTER

OMT

ONE

SIM

**Organizing for the Climate
Emergency: Organizational
Underpinnings of Climate Action
(session 313)**

In 2019, the Oxford Word of the Year was climate emergency, “a situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it.” Indeed, with other developments such as the rise of the Fridays for Future school strikes for the climate and the naming of 16-year old Greta Thunberg as TIME Person of the Year, it is no stretch to say that it was a monumental year for climate change. Sadly, while the science behind climate change is clear and tens of thousands of scientists have declared a climate emergency that could bring catastrophic effects for humanity, society continues to face grave challenges of

STR

OMT

MOC

**Reputation, Status, Legitimacy, and
Celebrity: Research Challenges and
Opportunities (session 316)**

Real-time Presenter

RESEARCH SYMPOSIUM LIVE - PRESENTER

inaction on the parts of individuals, organizations, and entire nations. To reflect on and discuss how we can redress shortcomings of climate action and contribute to tackling the climate emergency, we have organized a panel symposium featuring leading organizational theorists researching climate-related issues. Overall, this symposium seeks to bring together scholars to explore and discuss promising avenues for research on the specific challenge of climate change within the domain of organizational and management research, as well as how we can, practically speaking, conduct such research in a way that positively impacts both theory and practice. Key topics and questions concerning climate change and action to be explored in this symposium include: a.) clarifying what system change means and entails, b.) constructing a commons logic and collective action frames, c.) overcoming polarization and the role of emotional responses, d.) winding down traditional businesses and identifying transition pathways, and e.) producing actionable knowledge.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

INTERNATIONAL

RESEARCH

THEME

MBR

Ball State Employer Presentation

Join Ball State for an overview of their program and opportunities



MEETING

LIVE - OPEN

MED

MED Annual Members Meeting and Awards (session 309)

Mock Live

MEETING

MOCK LIVE

NEU

NEU Business Meeting (session 310)

Real-time Open

MEETING

LIVE - OPEN

ONE

ONE Awards (session 978)

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

SAP

Strategizing Activities and Practices Social (session 1243)

Please join us for drinks and food in an informal and relaxed atmosphere.

Real-time Open

LIVE - OPEN

SOCIAL EVENT

OMT

Best Papers I: Institutions, History, and Disasters (session 311)

Historical Protestant Influence, Subnational Institutions, and Organizational Structure in the U.S.

Finalist for the Louis R. Pondy Best Paper Based on a Dissertation Award

Designated as a "Best Paper" for OMT

Author: **Kunyuan Qiao**; Cornell U.

I argue that variation across U.S. states regarding historical Protestant influence leads to discernible subnational institutions. These varying institutional patterns among states in turn lead to differences in organizational structures of firms. I also suggest that Catholic activities tend to reshape the historical Protestant influence. Using a hand-collected longitudinal dataset of states from 1776 to 2017 and a panel dataset of publicly traded firms in the U.S. from 1992 to 2017, I found that historical Protestant influence results in flatter hierarchy and greater gender equality in firms, partly through formal and informal institutions that promote liberalism and equality. This effect is weakened by the role of Catholic immigrants through political contestation. Finally, the Catholic reform in 1960s diminished the Protestantism-Catholicism divide, thereby reducing the dampening effect of Catholic immigrants on the historical Protestant influence. My study contributes to (1) institutional theory by unraveling the emergence and evolution of subnational institutions through a religious lens, (2) imprinting perspective by considering the dynamics introduced by counter-imprinting entities (i.e., the Catholic activities), and (3) literature on organizational structure by revealing overlooked antecedents from the nexus of history, religion, and institution.

[view paper \(if available\)](#)

Playing with Trash: How Gamification Contributed to the Bottom-Up Institutionalization of Zero Waste

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

Designated as a "Best Paper" for OMT

Author: **Olivier Cristofini**; IAE Paris - Sorbonne Business School

Author: **Thomas J. Roulet**; U. of Cambridge

The microfoundational turn in institutional theory has focused on how mechanisms of institutionalization at different levels of analysis are intertwined. However, how social actors can more specifically incentivize and motivate individuals to engage in a new practice, ultimately triggering institutionalization, remains to be studied. From individual engagement to institutionalization, trickling-up mechanisms from micro- to macrolevels of practice engagement are not fully understood. To empirically address those questions, we investigate, across eight local communities, how authorities convinced households to adopt innovative waste management practices using gamification—the application of game principles to nongaming contexts. We draw on rich longitudinal qualitative material including interviews, observation, and secondary data, to give voices to multiple stakeholders. Our empirical design includes a variety of stakeholders: from those who promote the practice, to those who engage with it. We inductively build a multilevel model explaining how gamification can lead, from the bottom up, to the institutionalization of new practices. We flesh out the role of game mechanics in pushing individuals to adopt and spread the practice through their groups and communities and become themselves advocates of the emerging institution.

[view paper \(if available\)](#)

Playing with Trash: How Gamification Contributed to the Bottom-Up Institutionalization of Zero Waste

Finalist for the Responsible Research Award

Designated as a “Best Paper” for OMT

Author: **Olivier Cristofini**; IAE Paris - Sorbonne Business School

Author: **Thomas J. Roulet**; U. of Cambridge

The microfoundational turn in institutional theory has focused on how mechanisms of institutionalization at different levels of analysis are intertwined. However, how social actors can more specifically incentivize and motivate individuals to engage in a new practice, ultimately triggering institutionalization, remains to be studied. From individual engagement to institutionalization, trickling-up mechanisms from micro- to macrolevels of practice engagement are not fully understood. To empirically address those questions, we investigate, across eight local communities, how authorities convinced households to adopt innovative waste management practices using gamification—the application of game principles to nongaming contexts. We draw on rich longitudinal qualitative material including interviews, observation, and secondary data, to give voices to multiple stakeholders. Our empirical design includes a variety of stakeholders: from those who promote the practice, to those who engage with it. We inductively build a multilevel model explaining how gamification can lead, from the bottom up, to the institutionalization of new practices. We flesh out the role of game mechanics in pushing individuals to adopt and spread the practice through their groups and communities and become themselves advocates of the emerging institution.

[view paper \(if available\)](#)

Strangers at the Bedside: Subaltern Solidarities and New Form Institutionalization

Winner of the OMT Division Best International Paper Award

Designated as a “Best Paper” for OMT

Author: **Devi Vijay**; Indian Institute of Management Calcutta

Author: **Philippe Monin**; EMLYON Business School

Author: **Mukta Kulkarni**; Indian Institute of Management, Bangalore

In this study, we examine how socially subordinated — or subaltern— actors may organize with dominant actors to create and institutionalize a new organizational form that addresses a complex social problem. Drawing on an in-depth qualitative study of the emergence and subsequent institutionalization of a community form for palliative care in Kerala, a southern Indian state, we delineate subaltern solidarity-making as a generative mechanism underpinning new form institutionalization. Specifically, dominant and subaltern actors constituted mutual recognition, reconfigured spatial relations, and built accountability into communities to institutionalize the new form. These relational and spatial processes of solidarity-making shift theorizing from prevailing accounts that emphasize conflict and contestation in political processes, to a generative engagement with heterogeneity in form institutionalization. We discuss contributions to research on new organizational forms addressing complex social problems and subaltern tactics in institutional processes.

[view paper \(if available\)](#)

Strangers at the Bedside: Subaltern Solidarities and New Form Institutionalization

Finalist for the OMT Division Best International Paper Award

Designated as a “Best Paper” for OMT

Author: **Devi Vijay**; Indian Institute of Management Calcutta
Author: **Philippe Monin**; EMLYON Business School
Author: **Mukta Kulkarni**; Indian Institute of Management, Bangalore

In this study, we examine how socially subordinated — or subaltern— actors may organize with dominant actors to create and institutionalize a new organizational form that addresses a complex social problem. Drawing on an in-depth qualitative study of the emergence and subsequent institutionalization of a community form for palliative care in Kerala, a southern Indian state, we delineate subaltern solidarity-making as a generative mechanism underpinning new form institutionalization. Specifically, dominant and subaltern actors constituted mutual recognition, reconfigured spatial relations, and built accountability into communities to institutionalize the new form. These relational and spatial processes of solidarity-making shift theorizing from prevailing accounts that emphasize conflict and contestation in political processes, to a generative engagement with heterogeneity in form institutionalization. We discuss contributions to research on new organizational forms addressing complex social problems and subaltern tactics in institutional processes.

[view paper \(if available\)](#)

Strangers at the Bedside: Subaltern Solidarities and New Form Institutionalization

Finalist for the OMT Division Best Paper Award

Designated as a “Best Paper” for OMT

Author: **Devi Vijay**; Indian Institute of Management Calcutta

Author: **Philippe Monin**; EMLYON Business School

Author: **Mukta Kulkarni**; Indian Institute of Management, Bangalore

In this study, we examine how socially subordinated — or subaltern— actors may organize with dominant actors to create and institutionalize a new organizational form that addresses a complex social problem. Drawing on an in-depth qualitative study of the emergence and subsequent institutionalization of a community form for palliative care in Kerala, a southern Indian state, we delineate subaltern solidarity-making as a generative mechanism underpinning new form institutionalization. Specifically, dominant and subaltern actors constituted mutual recognition, reconfigured spatial relations, and built accountability into communities to institutionalize the new form. These relational and spatial processes of solidarity-making shift theorizing from prevailing accounts that emphasize conflict and contestation in political processes, to a generative engagement with heterogeneity in form institutionalization. We discuss contributions to research on new organizational forms addressing complex social problems and subaltern tactics in institutional processes.

[view paper \(if available\)](#)

When Institutional Factors Matter Most: Cross-National Variation in Disaster Risk Reduction Planning

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

Designated as a “Best Paper” for OMT

Author: **Mickaël Buffart**; Aalto U. School of Business

Author: **Liudmila Ivonen**; Grenoble Ecole de Management

Author: **Grégoire Pierre Antoine Croidieu**; Grenoble Ecole de Management

Author: **Patricia Bromley**; U. of Utah

In this study, we show that institutional influences are stronger than technical ones in predicting the cross-national diffusion of standards on disaster preparedness. We examine the adoption of the first global disaster

risk reduction standard, the Hyogo Framework for Action (HFA), in 186 countries from 2005-2015. Although practical accounts emphasize the technical benefits of the framework in mitigating potential harm and damage, surprisingly, these explanations do little to explain country-level adoption – even when a nation has recently experienced a disaster. Thus, we test and find strong support for an alternative explanation, which draws on the influence of organizational sociology: that institutional influences are the primary driver diffusion of global standards. Specifically, the enduring effects of historical legacies play a particularly important role in adoption. Taken together, our results suggest that preparedness against natural disasters is a culturally mediated practice. A practical implication of our work is that many of the countries most in need of disaster preparedness may, at present, be the least prepared.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

PAPER SESSION

HCM

Psychological Safety and Speaking Up: New Insights from Health Care (session 1001)

Caring Work Environments and Nurse Burnout: Empirical Test of a Moderated-Mediation Model

Author: Cheryl Rathert; Saint Louis U.

Author: Ghadir Ishqaidef; California State U., Chico

Author: Tracy Hopkins Porter; Cleveland State U.

Burnout has been a chronic problem in the workplace, especially in health care. Although the literature has examined many antecedents to burnout, specific workplace practices to reduce burnout remain elusive. Empowerment has been shown to have strong effects for reducing burnout. Although psychological safety has been proposed as an important variable, it has not yet been empirically examined. Underpinned by conservation of resources theory, we argue that a caring work environment, in which compassion and interpersonal support are key priorities, provides resources for workers, which should increase psychological safety and in turn help reduce emotional exhaustion. Using a cross-sectional sample of 631 clinical health care providers, we examined a moderated-mediation model in which psychological safety, a resource, partially mediated relations between a caring climate and emotional exhaustion, and this effect was stronger for those who were less empowered in their jobs. Our findings suggest that a caring work environment holds psychological resources that may help buffer against resource losses, particularly for less empowered workers. A work environment in which decisions consider effects on others and encourages interpersonal caring and support, may provide psychological and social resources that protect against emotional exhaustion. Although health care work environments will continue to experience constraints on key resources, worker emotional exhaustion may be mitigated through a focus on increasing caring and compassion for workers, through its resultant impact on psychological safety.

view paper (if available)

HCM

Strategic Management and Health Care Performance (session 1002)

Correlates and Motivations for Provider-Sponsored Health Plan Ownership in the Post-Reform Era

Author: Katherine A. Meese; U. of Alabama, Birmingham

The rise and fall of managed care in the 1980s and 1990s saw many hospitals and health systems in the United States enter and subsequently exit the health insurance market in the form of provider-sponsored health plans (PSHP). The passage and implementation of the legislation such as the Patient Protection and Affordable Care Act (ACA) and the Medicare Access and CHIP Reauthorization Act (MACRA) has ushered in an era of value-based reimbursement methods and a heightened focus on population health management, which has stimulated health care organizations to contemplate health plan ownership as a logical strategy. This study examined market and organizational factors associated with PSHP ownership in the post-reform era, as well as motivations for engaging in PSHP. This study used a sequential quantitative to qualitative mixed-methods design. The quantitative analysis examined 5,849 U.S. hospitals using binary logistic regression and ordinary least squares regression models for the year 2017. Ten semi-structured interviews were conducted representing eight health systems in five states. Thematic analysis was conducted and results were synthesized with quantitative findings. The results indicated that hospital and payer concentration, percentage of the state population on Medicare, income per capita, unemployment rate, presence of salaried physicians at the hospital, participation in risk-bearing arrangements, absorptive capacity score, participation in a clinically integrated network, profit-status and CBSA indicator were all significantly associated with health plan ownership at $p < .05$. Interviewees reinforced these findings and described PSHP as the culmination of the journey along the continuum of volume-based incentives to value-based incentives, as well as a strategy to

Resilience vs. Vulnerability: Psychological Safety and Reporting of Near Misses

Author: **Olivia Jung**; Harvard Business School

Author: **Palak Kundu**; UCLA

Author: **Amy C. Edmondson**; Harvard U.

Author: **John Hegde**; UCLA

Author: **Nzhde Agazaryan**; UCLA

Author: **Michael Steinberg**; UCLA

Author: **Ann Raldow**; UCLA

Introduction: Psychological safety, a shared belief that interpersonal risk-taking is safe, is an important determinant of incident reporting. However, how psychological safety affects near-miss reporting is unclear. Unlike incidents, near misses do not result in patient harm, but do contain cues that highlight contrasting sensemaking: resilience (“we managed to avoid failure”) and vulnerability (“we nearly failed”). Herein, we examine the relationship of psychological safety to near-miss reporting in radiation oncology. Methods: We surveyed radiation oncology department staff in an academic hospital (n=127). The survey assessed psychological safety and presented five scenarios: “standard care” involving no patient harm, three near misses with varied timing of the chance occurrence averting harm (“could have happened”, “fortuitous catch”, “almost happened”), and one “hit” involving harm. Respondents evaluated each event as success or failure and reported willingness to report on a 7-point Likert scale. Our analysis employed ordered logistic regression models. Results: 78 staff (61%) completed the survey. The odds of reporting “hit” (OR: 1.96, 95% CI 1.19-3.23), “almost happened” (OR: 1.58, 95% CI 1.05-2.38) and “fortuitous catch” (OR: 1.61, 95% CI: 1.10-2.36) were higher in respondents indicating psychological safety. The relationship of psychological safety was not statistically significant for reporting “standard care” (OR: 1.46, 95% CI 0.78-2.71) and “could have happened” (OR: 1.30, 95% CI 0.91-1.88). The odds of reporting were higher when a near miss was discerned as failure (vs. success). Conclusions: Near misses are not all processed and reported equally. Psychological safety seems to influence reporting when an event underscores vulnerability rather than resilience of care delivery processes. Educating healthcare workers to properly identify near misses and fostering psychological

better compete, and diversify revenue streams. Implications for policy and practice are discussed.

[view paper \(if available\)](#)

Organizational and Environmental Factors and Hospitals Identified as Consolidation Targets (WITHDRAWN)

Author: **Christi Pierce**; U. of Alabama, Birmingham

Author: **Nancy Borkowski**; U. of Alabama, Birmingham

Author: **Stephen O'Connor**; U. of Alabama, Birmingham

Author: **James Byrd**; U. of Alabama, Birmingham

In today’s dynamic healthcare landscape, hospitals face uncertainty and pressure from changing reimbursement schemas, intense government regulation, technological advances, consumer demand and workforce scarcity. These increased pressures have led to an acceleration of consolidation activities as hospitals position themselves to cope with a dynamic and complex external environment by maximizing resources, creating economies of scale and expanding access to care. Despite increased hospital consolidation activity, little is known about what makes a hospital attractive as a consolidation target to an acquiring hospital, particularly post-ACA. The purpose of this study was to evaluate the organizational characteristics and environmental factors associated with hospitals identified as consolidation targets through the lens of Resource Dependence Theory (RDT) and Resource Based Theory (RBT). A multivariate binary logistic regression model was used to analyze the differences between hospitals selected as consolidation targets and hospitals that were not targets. The findings in this study were somewhat mixed with weak support found for one hypothesis (socio-demographic factors), partial support found for two of the six hypotheses (structural characteristics and competitive factors), and no support found for three of the hypotheses (operational performance, financial performance and physical factors). The results suggest that while operational performance is important to hospital success, when selecting a hospital target, traditionally viewed organizational characteristics (i.e. ownership status) and market factors (i.e. HHI)

safety to encourage reporting would help to improve care and ensure patient safety.

[view paper \(if available\)](#)

The Impact of Psychological Safety Congruence on Safety Citizenship in Healthcare Organizations

Author: **Morgan Davidson**; U. of Toronto, Institute of Health Policy, Management & Evaluation

Patients continue to experience significant morbidity and mortality from preventable harm in healthcare organizations despite considerable investment, oversight and increased attention to patient safety. This paper explores the impact of psychological safety congruence between supervisors and workers on safety citizenship behaviours as a potential explanation for the stall in healthcare's safety progress. High reliability organizations are defined and discussed as exemplars of safe and reliable operations. Psychological safety, safety climate and safety citizenship behaviours are explored as important components of safety cultures. A conceptual model which uses Festinger's cognitive dissonance theory to augment Ajzen's theory of planned behaviour is outlined and used to illustrate how psychological safety incongruence can affect the performance of safety citizenship behaviours at a unit level. Finally, the theoretical and practical implications of this model and psychological safety congruence are discussed in order to provide directions for future work aimed at developing new mechanisms through which healthcare safety culture can be understood and ultimately, enhanced.

[view paper \(if available\)](#)

Standing at the Tipping Point: How Facilitative Leadership engages Speaking Up

Author: **Sonja Förster**; ETH Zurich

Author: **Kolbe Michaela**; -

Author: **Bastian Grande**; U. Hospital Zurich

In this qualitative study, we explore variations in leader behavior that allow individuals to engage in "upward voice." Under the extreme conditions of

tend to continue as motivators for the selection of target hospitals.

[view paper \(if available\)](#)

Doing Well by Doing Good: A Study of Corporate Social Responsibility Among Nonprofit Hospitals

Author: **Daniele Mathras**; Northeastern U.

Author: **Amir Grinstein**; Northeastern U.

Author: **Ngoc Thai**; Northeastern U.

Author: **Gary J Young**; Northeastern U.

Research on corporate social responsibility (CSR) offers mixed findings about the impact of CSR on organizational outcomes and the value of CSR fit with the organization's core mission. As such, the CSR of nonprofit hospitals offers a valuable opportunity to study CSR fit as these organizations combine a social mission with business-related strategic objectives. The current research presents a theory-driven model of how customer expectations-based dimensions of CSR affect satisfaction. Our demand-based approach (e.g., customer expectations for CSR) advances prior work that has typically focused on supply-side dimensions of CSR (e.g., philanthropic vs. strategic). We address gaps in the CSR literature by: (i) studying CSR within a nonprofit context (over 1,500 nonprofit hospitals in the US) rather than for-profit context, (ii) using actual organizational spending on CSR dimensions rather than self-reported perceptions of CSR, and (iii) utilizing longitudinal data (2009 – 2014) rather than cross-sectional data. Results find that CSR fit alone does not explain organizational outcomes, but rather does so only when CSR goes above and beyond customer expectations. The study also raises an important consideration that how patients rate the quality of their hospital care is influenced by their pre-experience attitudes toward the hospital.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

hierarchical distance in medical teams and task volatility, deciding whether to speak up is a delicate situation: remaining silent can endanger patients, but questioning superiors brings its own risks. Our sample comprises 12 acute care teams that solved cases in the simulation suite of a leading hospital. We deployed a microethnographic approach to analyze the unfolding of upward voice through vocal, emotional, and spatial cues. Facilitation emerged as the leadership style that resulted in most speaking up. Leaders must not only acknowledge input from team members, but also provide an explanation for acting (or not) on their remarks. This finding contributes to voice literatures by suggesting an interpersonal strategy for leader-member exchange in the discrete moment of speaking up. Besides verbal cues, the gesticulation of some participants revealed a physical tension when engaging in speaking up, which provides evidence for the balancing of opposing forces in such emotionally charged moments. We also add to an emerging theme in management that connects the discussion of emotions to that of behavioral change, which we ground in Schein and Lewin's early theorizing.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MOC

Effects of AI, Social Media & Proactivity on Decision Making (session 1015)

Exploring The Dynamic Interrelationships Between Stigmatization and Legitimation in Social Media

Author: **Laura Illia**; U. de Fribourg / U.æet Freiburg

Author: **Michael Andreas Etter**; King's College London

Author: **Nuccio Ludovico**; Sapienza U. Di Roma Rome, Italy

Author: **Marco Caserta**; IE U.

Stigmatization of organizations can threaten their sheer existence. However, despite being stigmatized, organizations often survive and even thrive, indicating that they are, in fact, legitimized.

MOC

Meaning Making and Sensemaking around Uncertain Work (session 1014)

It's Cold Outside: Measuring the Challenges of Independent (Gig) Work (WITHDRAWN)

Author: **Brianna Barker Caza**; U. of North Carolina at Greensboro

Author: **Erin Marie Reid**; McMaster U.

Author: **Susan J. Ashford**; U. of Michigan

Author: **Steve E. Granger**; U. of Calgary

Gig workers face a number of challenges that differ in nature or intensity from those experienced by traditional organizational workers. We developed and tested a measure of six challenges commonly faced by independent workers—viability, organizational, identity, relational, emotional, and

With this article we study the dynamic interrelationship between stigmatization and legitimation processes during a series of scandals in the financial sector. We adopt a communication-based audience perspective and analyse how audiences transform legitimizing conversations through targeted labelling, vilifying, and mobilising against banks in social media. We observe how this stigmatization process reinforces itself through a vicious loop, and later becomes diluted through the re-emergence of legitimizing conversations that render banks as a broader legitimate business category, yet how partial stigmatization remains. Our analysis based on 2.8 million tweets contributes to our understanding of stigma emergence and dilution based on an exploration of the complex interrelationship between stigmatization and legitimation in the so far little understood social media arena of Twitter.

[view paper \(if available\)](#)

AI Affecting Local Search in Strategic Decision-Making

Finalist for MOC Division Best Submission with Practical Implications for Organizations
Author: **Jane Seppälä**; Aalto U., Department of Industrial Engineering and Management

Artificial intelligence technologies could be used to direct executives' scarce attention to improve the quality of decision making and in particular, improve strategic search. However, use of such technologies could also amplify bias or induce local search. We draw from literature on local search as well as literature on managerial implications of AI technologies to specify how the use of AI technologies could affect search in the context of strategic decision-making. We propose that AI tools can broaden search space, change cognitive-attentional dynamics of the search process, or affect interpretation of cues. We further detail what factors are likely to affect this, including managerial, organizational and industry characteristics. We thus contribute to the literature on local search by detailing how technologies might alleviate or aggravate the situation, and to literature on AI technologies by providing guidance on how these technologies could be used in the strategy process

career-path uncertainty—in three samples of platform-based workers, including Mechanical Turk workers and highly skilled independent scientists. Initial evidence for the measure's validity included its convergent and discriminant validity in relation to measures of depletion, thriving, resilience, and loneliness. We confirmed the measure's factor structure, showed its relationship with thriving and perceived meaningfulness of work, and examined differences across different subgroups in the sample of independent scientists. Our findings help us to better understand the types of stressors independent workers face in the gig economy, and our diverse set of samples provides evidence of the universality of these stressors. Further, our developed measure represents an important research tool for future studies of independent (gig) workers' experiences.

[view paper \(if available\)](#)

From Clear Skies to EF5s: How Storm Chasing Teams Stay Engaged with Temporally Uncertain Work

Finalist for MOC Division Best Paper Award
Author: **Derin Kent**; Aalto U. School of Business
Author: **Nina Granqvist**; Aalto U.

How do people in teams engage with temporally uncertain activities, where the work bounces from slow and uneventful to exciting and chaotic, often unpredictably? Existing management theory focuses on temporal uncertainty as a coordination or strategic problem. This view, however, misses the extent to which people respond emotionally to the temporal dimensions of work. Its timing, pace and rhythm can foster role engagement among organizational participants, or disappoint and disengage them. Based on an ethnographic study of storm chasers in Tornado Alley, we propose that teams coordinate their sense of time in part to maintain collective role engagement with temporally uncertain work. Theorizing temporal organizing as a process of group emotion work, we explain our seemingly counterintuitive observations, like storm chasing teams creating ambiguous, open-ended or less plausible expectations about the future. We show how these findings contribute to the literatures on temporality and collective role engagement, and draw practical implications for

in an optimal way.

view paper (if available)

Algorithmic Decision Making Undermines Affective Commitment

Finalist for MOC Division Best Submission with Practical Implications for Organizations

Author: **Chunchen Xu**; Stanford GSB

Author: **Arthur S. Jago**; U. of Washington, Tacoma

We propose that using algorithms to make human resource decisions (e.g., selection, promotion, compensation, etc.) will undermine employees' affective commitment. Specifically, we posit that algorithms signal a lack of individualized concern, which lowers perceived organizational support, and, in turn, feelings of affective commitment. In a series of five studies, we find strong support for this model, using a wide range of samples, methods, and contexts. We also identify a potential intervention: human beings teaming with algorithms to jointly make decisions partially restores perceptions of individualized concern, as well as feelings of organizational support and affective commitment. We discuss the implications of these findings for future research on how organizations can integrate algorithms into decision processes and successfully navigate the process of automation.

view paper (if available)

The Impact of Daily Individual Proactive Behavior on Working Memory Performance

Author: **Mouna El Mansouri**; ESSEC Business School

Author: **Karoline Strauss**; ESSEC Business School

Author: **Doris Fay**; U. of Potsdam

Author: **Julia Smith**; ESSEC Business School

Prior literature has hinted to costs of proactive behavior on individuals' mental energy and resources. Yet, no studies have explored the impact of proactivity on cognitive resources or its mechanisms. Assuming that attentional resources are finite and need to be allocated between competing demands, we propose that individual task proactivity has a negative impact on end-of-day

teams doing temporally uncertain work.

view paper (if available)

The Future is Now – Temporal Work, Sensemaking, and Agency During Planned Organizational Change

Finalist for MOC Division Best Student-Led Paper Award

Author: **Jack Lewis Fraser**; Cambridge Judge Business School

Coping with major change is a formidable challenge for organizations, triggering a process of sensemaking as managers must confront competing strategic accounts of how the firm is expected to behave 'now' versus going forward. If unreconciled, these competing accounts can drive cognitive breakdowns as managers attend to pressing present demands that clash with those of the desired future. While 'temporal work' to create coherent accounts of the present-past-future is one way to address such impasses, at times it is hard to achieve coherence due to disparity between current demands and future expectations. From our in-depth account of Fincorp, we explore how organizational members address this challenge by adjusting their orientation in time while engaging in temporal work to 'discount' the fixation on the present and overcome seemingly irreconcilable conflicts between present and future demands. We contribute to the literature on temporal sensemaking, and organizational change by showing how managers engage in temporally reflexive thinking – a kind of "mental time travel" – in which they make decisions in the present from the perspective of the future. In doing so, they mitigate the significance of present concerns that impede organizational change by using "hindsight" as a cognitive tool to make decisions in the present.

view paper (if available)

Allies or Adversaries? Making Meaning of the Gig Employment Relationship

Designated as a "Best Paper" for MOC

Author: **Lindsey Cameron**; The Wharton School, U. of Pennsylvania

Task Rabbit. Doordash. Instacart. The gig economy,

working memory (WM) performance via hindrance stressors because of intrusive thoughts occupying cognitive resources. On the other hand, given that proactivity is primarily geared towards increasing effectiveness and progress in core tasks, we also consider the potential positive impact of such proactive behavior on end-of-day WM performance via perceived work goal progress freeing up cognitive resources. We conducted a daily diary study ($n = 163$, $k = 701$) over five consecutive days. Using multilevel modeling, we found that proactivity was positively associated with hindrance stressors which in turn have a negative impact on end-of-day WM performance. We also found that proactivity was positively associated with perceived work goal progress which in turn had a positive impact on end-of-day WM performance. Our findings suggest that higher levels of daily proactive behavior are associated with impaired executive functioning, supporting the resource intensive nature of proactivity.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

a labor market that relies on algorithms to facilitate short-term assignment, has transformed how work is executed and experienced. Algorithms are taking over managerial functions enabling more distributed work leaving workers themselves become more atomized with little – if any – contact with managers or co-workers. How do workers make meaning of and come to understand their relationship to work in such an environment, particularly in the absence of managers and co-workers? Drawing on a qualitative field study, including three years of working in the gig economy and longitudinal interviews ($n=107$) of gig workers (ride-hailing drivers), I examine how these workers make meaning of their work in such a context. Focusing on the practices and perspectives of the two most salient features of this work environment—customers and technology—I find that workers engage in job crafting activities that either expand or constrict their work role. These practices and perspectives lead drivers to understand their relationship with their work as either an alliance or as adversarial which culminates in different outcomes. This paper contributes to literatures in the meaning of work and customer service work.

[view paper \(if available\)](#)

Identity Conflicts in Multiteam Settings

Author: **Jana Wilhelm**; Johannes Gutenberg-U. Mainz

Multiple team membership (MTM) has become a typical feature of today's work environments. In this study, we investigate how MTM (i.e., the number of simultaneous team assignments) affects individual employees' perception of identity conflict. Existing research is ambiguous regarding this relationship. While individuals have been found to be capable of incorporating as many social identities into their self-concepts as they have memberships on groups, they are particularly prone to experience conflict when they are required to actively employ the various identities associated with the memberships. We reconcile these two competing views by proposing an inverted U-shaped relationship between MTM and identity conflicts that assumes the perception of identity conflict to exacerbate until a certain level of MTM is reached beyond which the tensions eventually ease. Analyses of a comprehensive sample of multiteamers provide

MOC
OB

Workplace Incivility: New Frontiers and Research Directions (session 1016)

Research on workplace incivility is blossoming (see Schilpzand, De Pater, & Erez, 2016) with many new quality papers published each year on experienced incivility, witnessed incivility, and instigated incivility. The goals of this symposium are to showcase the various ways in which the incivility literature is evolving and to stimulate ongoing incivility research that builds on these new theoretical and empirical insights. In pursuit of these two missions, for this symposium we invited a group of researchers who are conducting novel direction-setting and cutting-edge research on workplace incivility to contribute their latest work. The five included studies will reveal novel theoretical directions and empirical insights about uncivil workplace conduct that organizational behavior scholars may build upon in their own research.

When Sticks in a Bundle are Breakable: Effects of Rudeness on Team Coordination and Performance

Amir Erez; U. of Florida

Peter Bamberger; Tel Aviv U.

Binyamin Cooper; Carnegie Mellon U.

Arieh Riskin; Tel Aviv U.

Pauline Schilpzand; Oregon State U.

Dana Rachel Vashdi; U. of Haifa

When Reputation is at Stake: Integrating Conservation of Resources and Attribution Perspectives

Pauline Schilpzand; Oregon State U.

Lei Huang; Auburn U.

support for the hypothesized curvilinear relationship. Our work contributes to knowledge about the consequences of the number of MTM and of multiple identities in the workplace.

view paper (if available)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

CAR

Career Trajectories and Transitions (session 979)

Profiling Performance Trajectories in the Internal Hiring and Adjustment Process

Author: **Jingyang Gu**; U. of hong kong

Author: **Helen Hailin Zhao**; U. of hong kong

Author: **Shun Yiu**; The Wharton School, U. of Pennsylvania

Author: **Shanshi Liu**; South China U. of Technology

Internal hiring has been recognized as an important staffing strategy and a strong driver of employee internal mobility. The current study explores whether different performance change patterns exist for successful and unsuccessful internal applicants after their application and how their abilities relate to performance change patterns. In Study 1, using the latent class growth analysis, we identify the coexistence of three distinct longitudinal change patterns of successful applicants' job performance (i.e., maintenance, upward, and downward patterns) and four distinct change patterns for unsuccessful applicants' (i.e. slightly increase, downward, inverted-U from medium performance, and inverted-U from low performance patterns). In Study 2, we replicate these patterns and demonstrate that workability and adaptability are important antecedents of such performance change patterns. Specifically, successful applicants with high workability displayed an upward pattern; Successful applicants with low adaptability displayed a downward pattern; Unsuccessful applicants with low workability displayed an inverted-U from low performance pattern; Unsuccessful applicants with low adaptability displayed downward pattern.

view paper (if available)

Wei He; Nanjing U.

Reactions to Assertive Bystander Interventions in the Context of Workplace Harassment

Ivana Vranjes; Hanken School of Economics

Sandy Hershcovis; U. of Calgary

Zhanna Lyubykh; Haskayne School of Business, U. of Calgary

The role of Neuroticism and Problem Solving on Responses to Rudeness in a Customer Service Context

Jake Gale; U. of Florida

Amir Erez; U. of Florida

Amy Brownlee; U. of Tampa

Binyamin Cooper; Carnegie Mellon U.

Seeing is Believing: The Effect of Rudeness on Perceptions of Negative Perpetrator Attributes

Troy Wesley Pounds; U. of Central Florida

Amir Erez; U. of Florida

Binyamin Cooper; Carnegie Mellon U.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Occupational Stability in Turbulent Times

Author: Guri Medici; ETH Zurich

Author: Ivana Igic; U. of Bern

In today's dynamic work environments, individuals are increasingly required to manage their own career trajectories. Also in careers that appear stable for the outside observer, constant adjustment takes place, where the fit between the person and their work environment is repetitively (re-)established. Prior research on career management and person-environment fit mostly focused on jobs and organizations, missing the role of occupations as important points of orientation. Person-occupation fit is usually explored in the context of occupational choice but how employees manage to (re-)establish this fit over time has not yet been addressed. Hence, little is known about the process of occupational stability maintenance. This study addresses this gap and explores how occupational stability is maintained through the continuous adjustment of individual needs and environmental requirements. Understanding occupational stability as a process calls for a qualitative research design. Therefore, 32 semi-structured interviews with employees from different vocational backgrounds were conducted. Qualitative content analysis inductively revealed eight major categories underlying the process of occupational stability maintenance, condensed into the three overarching conceptual themes: growth, meaning, and balance. We discuss these themes using job crafting and work role adaptation as theoretical lenses, thereby showing the relevance of these concepts not only for understanding behavior related to one's job, but also to one's occupation.

[view paper \(if available\)](#)

University Presidents' Careers: A Career Ecosystem Perspective of Cultural and Institutional Factors

Author: Katja Dlouhy; U. of Mannheim

Author: Torsten Biemann; U. of Mannheim

Author: Yehuda Baruch; Southampton Business School, U. of Southampton

Building on the theory of boundaryless careers and career ecosystems, we explore what it takes to attain the highest rank in academia and become a university president. We assess how characteristics of the career ecosystem influence university leaders' careers, and what career paths to the top in academe look like. To answer these questions, we study careers of university leaders in 40 countries, employing sequence analysis methods. We find typical career patterns that university leaders follow, represented by six distinct clusters, and relate similarity in cultural and institutional characteristics to similarity in the careers of university leaders. Our findings expand contemporary theoretical paradigms, in particular boundaryless career theory and career ecosystems theory, and advance the understanding of career paths to the upper echelons in academe.

[view paper \(if available\)](#)

The Evolution of U.S. Top Executives' Career Trajectories: An Empirical Examination

Author: **Rocio Bonet**; IE Business School

Author: **Monika D. Hamori**; IE Business School

Author: **Melis Yucel**; IE Business School

We explore changes in the career trajectories of the top executives of U.S. corporations over the last decades. We focus on two aspects of career trajectories: work-context specific experience and work- context diversity. Building on prior literature, we argue that environmental and business changes have altered the relative costs and benefits of having work-context specific human capital and diverse work-context skills. We also argue that these changes have differently affected executives, depending on their roles. Using data on individuals appointed to top executive roles in the Fortune 100 corporations between 1949 and 2011, we find evidence of important changes in the paths taken by top executives to their executive roles. There has been a decrease in firm- and industry-specific experience for all executives, though the decrease has been bigger for general managers and product functional specialists than for administrative functional specialists. We also find that there has been an increase in employer and industry diversity for all executives, but a decrease in functional

CAR

HR

IM

New New, New Old: Understanding Individual and Contextual Influences on Graduates' Career Choices (session 980)

Young graduates are the talent of the future and they will become an important group in organizations in the next decennial. Individuals' career preferences and work values have shifted over time and, as a result, claims in literature posit that the traditional career will slowly fade away in order to make way for the modern career. In addition, strong contextual forces such as globalization, technology, organizational restructuring, and the growth of services have altered the way we look at careers and challenge what older generations have hitherto taken for granted. Research presented at this symposium will add substantially to the existing literature on what new cohorts of graduates expect from their future career and employer. Authored by scholars from eleven European countries, the papers included in this symposium integrate individual and contextual factors influencing graduates' career intentions across contexts.

Same Same But Different? Career Orientations of Generation Y Between Tradition and Modernity.

Maike Andresen; U. of Bamberg

Eleni Apospori; Athens U. of Economics and Business

diversity, mostly driven by functional specialists. Overall, our results highlight the importance of investigating different facets of careers separately, as they have changed in different ways. They also underscore the importance of considering the nature of the executive role, as different roles are associated with different career paths.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

CM

OB

SIM

Broadening Our Understanding of "Doing Justice" in Organizations (session 982)

Many of society's pressing challenges — conflict, discrimination, well-being — can be linked to injustice within organizations. Effectively addressing workplace injustice requires scholars to broaden our understanding of what it means to “do justice” in organizations. In this symposium, we aim to “broaden our sight” (Academy of Management, 2020) by bringing together a diverse panel of leading scholars who are tackling critical questions related to the obstacles and challenges associated with fostering justice and fairness in the workplace. Using disparate methodologies (e.g., experiments, field studies, interviews) and theoretical frameworks (e.g., appraisal theory, fairness theory, goal prioritization, moral disengagement), our presenters provide insight into (a) the situational factors that can impact whether managers act justly, (b) who is likely to enact justice and the role of emotions in the process of enactment, (c) how managers make sense of having acted unjustly, (d) how perceptions of unfairness can stem from a mismatch between the amount of trust one desires and receives, and (e) the process by which managers are personally blamed and held accountable for unfair situations. The symposium will conclude with an interactive discussion that highlights key themes and directions for future research as well as practical insights into how managers and organizations might promote fairer workplaces by encouraging justice enactment

Wolfgang Mayrhofer; WU Vienna

Graduate Career Intentions: A Public Sector Perspective

Fabian Homberg; Department of Business and Management, LUISS Guido Carli U.

Alessandro Hinna; U. of Rome Tor Vergata

Rick Vogel; U. of Hamburg

Julia Asseburg; Helmut-Schmidt-U

Work Needs and Values of Generation Z Employees: A Perspective from Latvia, Poland, and Portugal

Iveta Ludviga; RISEBA U. of Business Arts and Technology

Agita Kalvina; Latvian School of Public Administration

Joanna Niezurawska; WSB U. in Torun

Nelson Duarte; Porto Politechnic

The Next Talent Wave: Career-Related Antecedents and the Anticipatory Psychological Contract

Astrid Vandenbroucke; Vlerick Business School

Dirk Buyens; Vlerick business school & Ghent U.

Beata Buchelt; Cracow U. of Economics

Leaders of Peers? An Analysis of Social Heritage, Personality, and Education in Graduates' Careers

Jan Ketil Arnulf; BI Norwegian Business School

Anders Dysvik; BI Norwegian Business School

Seeking Safe Spaces: The impact of Digitalization on Graduate Entry Roles

Sarah Kieran; Kemmy Business School

Lorraine Ryan; Kemmy Business School

Patrick Gunnigle; patrick.gunnigle@ul.ie

Asynchronous

PRACTICE

INTERNATIONAL

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

CM

The Role of Individual Differences in Negotiation and Conflict Outcomes (session 981)

among managers and effectively managing fairness for employees.

Are Managers Strategic About Behaving Fairly? Subordinate Uncertainty and Manager Fairness Enactment

Midori Nishioka; U. of Waterloo

James W. Beck; U. of Waterloo

Ramona Bobocel; U. of Waterloo

Understanding Interpersonal Justice Enactment by Integrating the 'Who' and the 'Why'

Annika Hillebrandt; Ted Rogers School of Management, Ryerson U.

Maria Francisca Saldanha; UCP - Católica Lisbon School of Business & Economics

Daniel Brady; Wilfrid Laurier U.

Quo Vadis? Three Moral Journeys of Justice Enactment During Organizational Change

Julia Zwank; EBS

Marjo-Riitta Diehl; EBS International U.

Marion Fortin; U. of Toulouse I, Capitole

Under, Over, or "Just Right"? The Fairness of (In)congruence Between Trust Wanted and Trust Received

Michael Baer; Arizona State U.

Emma Laier Frank; U. of Georgia

Fadel Khalil Matta; U. of Georgia

Margaret M. Luciano; Arizona State U.

Edward McClain Wellman; Arizona State U.

Gendered Blame and its Implications for Managers in the Aftermath of Unfair Situations

Christianne Varty; Wilfrid Laurier U.

Laurie Barclay; Wilfrid Laurier U.

Daniel Brady; Wilfrid Laurier U.

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

CMS

Broadening our Sight on Academia (session 983)

The session includes four research presentations that address the role of personality, gender, and other individual differences in negotiation and conflict contexts. The papers adopt different yet related theoretical perspectives while focusing on a variety of behaviours and outcomes relevant to the negotiation context – ranging from planning behaviours, conflict expression, warmth and competence perceptions, and integrative joint gains. This session hopes to push the current thinking in the field by identifying critical individual differences that can impact how negotiations and conflicts play out both in terms of intrapersonal and interpersonal effects. We have an excellent lineup of authors and a discussant who is an authority in the field of negotiations.

Expert Views on the Big Five Antecedents to Effective Negotiation

Daisung Jang; U. of Queensland
Hillary Anger Elfenbein; Washington U. in St. Louis
William Bottom; Washington U. in St. Louis

Do Women Face Backlash for Negotiating Assertively or Aggressively?

Nazli M. Bhatia; Catolica Lisbon School of Business and Economics
Robin L. Pinkley; Southern Methodist U.
Zoe Barsness; U. of Washington, Tacoma
Julia Bear; Stony Brook U.-State U. of New York
Dustin J. Slesman; U. of Delaware

Individual Well-Being and Interpersonal Conflict Expression

Matthew A. Diabes; Carnegie Mellon U. - Tepper School of Business
Laurie R. Weingart; Carnegie Mellon U.
Taya R. Cohen; Carnegie Mellon U. - Tepper School of Business

How Congruence on Propensity to Distrust Impacts Joint Integrative Gains?

Ruchi Sinha; U. of South Australia
Sudeep Sharma; U. of Illinois Springfield
Hillary Anger Elfenbein; Washington U. in St. Louis

This session gathers articles that discuss academia, management education, and the increasing challenges in operating within increasingly neoliberal institutions.

Why Don't Top Management Journals Publish More Papers on the Big Challenges Facing Humanity?

Author: **Bill Harley**; U. of Melbourne
Author: **Peter Fleming**; U. of Technology, Sydney

Our paper analysed approximately 5500 articles published in 'top-tier' management journals between 2008 and 2018 to identify the extent to which they engaged with 'societal grand challenges' (e.g., critical investigations of wealth/income inequality, global warming, racism, gender inequality, etc.). Only 2.8 per cent did so. The reason why, we argue, is not because management scholars are oblivious to major problems facing societies around the world. For example, the Academy of Management even themed its 2013 conference 'Capitalism in Question'. We instead examine the relationship between a) practices in contemporary business schools that reduce the likelihood academics will submit 'critical' papers and b) journal norms that favour rejecting such papers if submitted. We term this the 'business school/elite journal gridlock'.

view paper (if available)

Business Education in India: Harvard, Highly Placed People, and the Cold War (WITHDRAWN)

Author: **Keshav Krishnamurty**; U. of Massachusetts, Boston

Business education has either been viewed as transferring from one country to another as a matter of course, or as the postcolonial imposition of a colonizing country's management knowledge upon a former colony. I question these assumptions by studying the development of the Indian Institute of Management(IIM) at Ahmedabad using archival materials stored at Harvard Business School(HBS), which reveal that the establishment of the IIM was purposive, and that postcolonial power structures were to some extent reversed. I also bring into account the influence of individuals during this process, which were crucial in establishing the IIM.

Asynchronous

INTERNATIONAL

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

My research also brings up the role of Cold War political alignments in developing management education and HBS as a political actor independent of the United States government or large foundations.

[view paper \(if available\)](#)

Mechanisms of Micro-Terror? CMS Early Career Academics' Experiences of 'Targets and Terror'

Author: **Olivier Ratle**; U. of the West of England

Author: **Sarah Robinson**; U. of Glasgow

Author: **Alexandra Bristow**; The Open U. Business School

Author: **Ron Kerr**; U. of Edinburgh

In this paper we apply the concept of 'targets and terror', previously applied in the healthcare sector, to the audit culture within business schools. We explore to what extent terror, or the inculcation of fear through processes of domination, may be identifiable in the micro-level experiences of early career academics (ECAs). Drawing on an international study of 38 Critical Management Studies ECAs from 15 countries, we develop a theoretical framework combining Bourdieu's modes of domination and Meyerson and Scully's Tempered Radicalism (TR) which helps us identifying top-down and horizontal processes of micro-terror and bottom-up processes of micro-terrorism, specifically self-terrorization. In extending the study of 'targets and terror' cultures to contemporary business schools, we develop a clearer understanding of how domination plays out in the everyday processes of management and self-management. From Bourdieu's modes of domination, we discern a dark picture of institutional and interpersonal overt and symbolic violence and bullying in the name of target achievement. The TR lens helps us to understand ECA challenges that can lead to self-terrorization but also brings possible ways forward, showing ECAs how to resist mechanisms of terror through their own small acts of counter-terrorization, providing some hope as the basis for collective resistance.

[view paper \(if available\)](#)

Honorable Surrender: On the Temporality of Resistance in a University Setting

CMS

PNP

The 99 Percent Economy: A Discussion of P. Adler's Proposals for Democratic Socialism in the U.S. (session 984)

The CMS Division domain statement calls for us to develop critique of “established management practices and the established social order” and to “generate radical alternatives.” Paul’s recent book, “The 99 Percent Economy: How Democratic Socialism Can Overcome the Crises of Capitalism” (Oxford University Press, 2019) offers just such a twin argument — developing a critique of the prevailing conditions which links major problems we face to the capitalist character of the economy on which our society depends and describing characteristics of a radical “democratic socialist” alternative. His book should be of interest to a wide range of CMS members for several reasons: it is a detailed, political economy critique of capitalism

Author: **Mats G Alvesson**; Lund U.

Author: **Betina Agata Szkudlarek**; U. of Sydney Business School

This paper addresses the temporality of resistance in work context. We focus on the challenge of increasingly diminishing professional autonomy in higher education institutions, as well as the vulnerability of staff subjected to academic managerialism. A case where a lecturer is exposed to requirements to revise grading by senior administration is investigated. Power is understood from the ‘target’s’ perspective and viewed as the erosion of resistance. We introduce the concepts honorable surrender and smoothers to capture the process of giving up of resistance. We argue that these concepts are of special significance in autonomy-espousing work contexts where multiplicity of power resources are employed to subordinate employees and influence their professional identities.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

RESEARCH

THEME

PRACTICE

TEACHING

ASYNCHRONOUS

PAPER SESSION

GDO

Discrimination and Recruiting (session 996)

“Maybe Baby?” The Risky Business of Potential Parenthood

Author: **Jamie L. Gloor**; U. of Exeter Business School

Author: **Tyler Gene Okimoto**; U. of Queensland

Author: **Eden King**; Rice U.

Research grounded in lack of fit and gender role theories has shown that women face numerous employment disadvantages relative to men, with mothers often facing even greater obstacles. Integrating intersectionality theory, we challenge this dichotomy, proposing that motherhood is not a necessary condition for women to face motherhood penalties. Instead, we argue that managers’ expectations a childbearing-aged applicant will have a child in the near future (i.e., “maybe baby” bias) increase their perceptions of risk associated with

formulated for a non-academic U.S. audience, it goes beyond critique to describe specific characteristics of democratic socialist practices, and it draws on organizational analysis of “high road” capitalist corporations for examples of such practices. CMS members – and fellow traveler AOM participants - are likely to embrace parts of Adler’s analysis and proposals. And some will be critical of other parts of what he says and omits. This panel will offer a range of responses to Adler’s arguments and encourage audience participation. The goal of the symposium is to foster productive discussion that clarifies effective strategies for building alternatives to capitalism.

Asynchronous

PRACTICE

THEME

SYMPOSIUM

ASYNCHRONOUS

employing women—but not men—especially for more costly positions (i.e., with more maternal leave benefits). Conceptualizing hiring as a risk assessment process, we further propose that managers’ perceived risk and cost drive more risk-averse employment conditions (e.g., shorter job tenure, less likely to be hired) for these women. Results largely supported our predictions across attitudinal and objective indicators, triangulating evidence via a field study with early-career employees (Study 1) and an experiment with hiring managers (Study 2). Extensive research has shown that mothers face greater employment obstacles than their childfree or male counterparts. However, the current findings suggest that the perceived risks and costs of parenthood can be more hazardous for the employment of women who simply have the potential to become parents.

[view paper \(if available\)](#)

Gendered Accent Penalty: An Informal Network Perspective on Employment Discrimination

Author: **Farnaz Ghaedipour**; McMaster U.

Author: **Erin Marie Reid**; McMaster U.

Author: **Aaron CH Schat**; McMaster U.

Does having a non-native accent have different effects for men and women’s chances of getting hired? Through two studies of hiring that include job applicants with native (North American) and non-native (Indian) accents, we draw on the stereotype content model to demonstrate that in recruitment and competence ratings, men with non-native accents are penalized more severely for their non-native accent compared to women. In Study 1, we found that women were not really penalized for their accents. We then replicated the findings of Study 1 in a second study with a managerial sample and tested informal network attractiveness as a key mediator in the relationship between male job applicant’s non-standard accent and their job suitability ratings. We found that informal network attractiveness mediates the relationship between male job applicant’s accent and job suitability ratings. The theoretical and practical implications of our research for scholarship on accent bias, intersectionality and hiring discrimination are discussed.

[view paper \(if available\)](#)

Identity-Conscious and Identity-Blind Pay Equity Statements & their Effect on Applicant Perceptions

Author: **Melanie Ward**; U. of South Carolina, Darla Moore School of Business

Author: **William Benjamin Ward**; U. of South Carolina

Attracting top talent and increasing workforce diversity have been persistent concerns for scholars and practitioners alike (e.g. Avery, 2003; Ployhart, Schmitt, & Tippins, 2017) as employers seek to determine the best ways to attract the right people for the right jobs. In the process, they must ensure their recruitment material contains signals, or messages, which align with the values and needs of their applicants. One of these signals is pay equity. Integrating theory on social identity, signaling, and social comparisons, we explore the effects of identity-blind and identity-conscious pay equity statements and their effects on applicant perceptions. Specifically, we find that identity-conscious messages are more attractive to female applicants who highly identify with their gender and are less attractive for males who highly identify with their gender. We also find that women have higher salary expectations for an organization when pay equity is communicated regardless whether it is framed as an identity-blind or identity-conscious practice. Theoretical and practical implications are also discussed.

[view paper \(if available\)](#)

The Impact of Organizational Constraints on the Type of Disability Targeted for Recruitment

Author: **Vasanthi Suresh**; Indian Institute of Technology, Madras

Author: **Lata Dyaram**; IITM

Studies indicate that organizations target certain types of disability over others for mainstream employment. So, how do organizations decide on “who (types of disability) to recruit” as part of their targeted recruitment strategy? Through seventeen

GDO

Diversity and OB/Psychology (session 997)

The Influence of Sexual Orientation on Academic Self-Concept as a Mediator of Gender and Leadership

Author: **Jeffrey Miles**; U. of the Pacific

Author: **Stefanie E Naumann**; U. of the Pacific

Previous research on the influences of both gender and sexual orientation on leadership effectiveness have been mixed, with some studies finding that women and/or sexual minorities as more effective leaders than men and/or heterosexuals, and some studies finding the opposite or no differences at all. Additionally, although attitudes have recently been changing, biases in people's perceptions about leaders (e.g., that the image of a leader is associated with masculinity and heterosexuality) persist. We believe that this inconsistency may be explained, in part, by the social identity theory of leadership (Hogg, 2001). In this study, we seek to contribute to a more complete understanding of these conflicting findings by proposing and testing an innovative model that integrates different research streams on gender, sexual orientation, academic self-concept, and self-perceptions of leadership. Specifically, we propose that academic self-concept underlies the

in-depth interviews with senior leaders in organizations that employ Persons with Disability (PwD), the study highlights emerging themes regarding organizational constraints that leaders consider, while designing the strategy. The various themes are identified as: accessibility of infrastructure; organization structure (rigid/flexible); familiarity with the disability type; budget for inclusive interventions; nature of work; and variety of roles. Based on present findings and the contextual approach to targeted recruitment, we discuss implications for research and practice.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

Gender Roles and Bias (session 998)

A Cross-Industry Comparison of How Women Leaders Experience Gender Bias

Author: **Amber Stephenson**; The David D. Reh School of Business, Clarkson U.

Author: **Amy Diehl**; Shippensburg U.

Author: **Leanne Dzubinski**; Biola U.

Though gender inequality has recently received heightened attention from scholars and policy makers, it is estimated that economic parity remains more than two centuries away. It is established that overt and subtle forms of gender bias obstruct women's advancement in organizations. While much research has examined the nature of such biases, little is known about how women leaders experience gender bias across different industries. We used a convergent mixed-method approach for data collection. Using survey responses and data from open-ended responses from four disparate industries in the United States (higher education, faith-based non-profit organizations, healthcare, and law), we assess how women leaders experience 15 different aspects of gender bias and compare these experiences across industries. The results of MANOVA and qualitative content analyses indicate that, while gender bias is prevalent in all industries, differences exist across the industries, suggesting a

relationship between gender, sexual orientation, and self-perceptions of leadership. In a sample of 964 undergraduate students, we found that academic self-concept mediated the relationship between gender and leadership for all subjects and for self-reported heterosexual subjects, but not for self-reported non-heterosexual subjects. These findings contribute to a more complete understanding of college students' perceptions of their academic self-concept and leadership. In addition, they offer key insights for interventions aimed at closing the gender and sexual orientation gaps in self-perceptions of leadership and academic self-concept. We explore the theoretical and practical implications of our findings.

[view paper \(if available\)](#)

Workplace Incivility and Job Performance: The Role of Anxiety and Psychological Capital

Author: **Inamul Haq**; Monash U., Malaysia

Author: **Humera Sattar**; Children's Hospital and The Institute of Child Health, Lahore

Author: **Usman Raja**; Brock U.

Author: **Muhammad Umer Azeem**; U. of Management and Technology, Lahore, Pakistan

Building on conservation of resource (COR) theory, we investigated the relationship between workplace incivility and job performance through anxiety. We also explored the mitigating role of psychological capital (PsyCap) in these relationships. Using time-lagged multi-wave and multi-sources (self- and supervisor-reported) data (N = 208) from employees in service sector supported our predictions. Results indicated workplace incivility arouses anxiety, which in turn leads to decline in job performance. PsyCap reduces the harmful effects of incivility such that the relationship between incivility and anxiety is weaker when PsyCap is high. Similarly, the indirect effects of incivility on job performance through anxiety are dampened for those with high PsyCap. We discuss implications and significance of the findings of our study and provide directions for future research.

[view paper \(if available\)](#)

varied lived experience for women leaders.

[view paper \(if available\)](#)

The Paradox of Workplace Anger: How Women Can Level the Playing Field

Author: **Aitong Li**; Columbia U. Teacher's College

Author: **Avina Gupta**; Chick-fil-A, Inc

While male leaders are rewarded for expressing anger in the workplace, female leaders are punished through negative characterizations and employee-manager relationship outcomes. Research has demonstrated that one mechanism that accounts for this differential treatment of male and female leaders who express anger is the attribution made about their anger (Brescoll & Uhlmann, 2008). As compared to male leaders, female leaders anger expression is attributed more to internal factors (e.g., personality) and less to external factors (e.g., situation with colleague). The purpose of the current study is to examine whether a pre-existing relationship between a leader and an employee can buffer female leaders who express anger from employees' negative characterizations and backlash through changing the attribution of the anger expression so that it is attributed more to external factors and less to internal factors. Participants were given scenarios in which they were depicted as employees and their manager (either a male or a female) had expressed anger at them. In addition, half of the participants were told they had a pre-existing relationship with their manager while half were told they did not know their manager well. As hypothesized, a pre-existing relationship buffered female managers who expressed anger from employees' negative characterizations (competence, communality and interpersonal hostility, advancement potential and boss desirability) and employee-manager relationship outcomes (trust toward the manager, intention to quit the manager, and retaliation toward the manager) through attributing the anger more to external factors and less to internal factors.

[view paper \(if available\)](#)

Sex Differences in Core Self-Evaluation: A Meta-Analytic Review

Author: **HeyIn Gang**; Iowa State U.

Author: **Marc H. Anderson**; Iowa State U.

Author: **James Summers**; Iowa State U.

Self-confidence is one of the most important characteristics in understanding employee behaviors. Confident employees show better job performance, have higher job satisfaction, and more successful leadership behaviors. It is widely believed that women have less self-confidence than men and this is considered a major reason for women making slow progress in business world. However, is it really true that women lack self-confidence? Although this a widely held belief, there is no systemic evidence regarding whether it is supported. Consequently, this meta-analysis intends to answer this question by focusing on core self-evaluations (CSE). We argue that CSE is the most comprehensive construct that captures self-confidence. CSE is a broad dispositional trait that represents an individual's basic evaluations of themselves and comprises the four specific traits of self-esteem, generalized self-efficacy, locus of control, and emotional stability. In this meta-analysis, we discovered that sex differences in CSE are significant but small, and, in many cases, there is no difference in various moderating conditions. Further, the gap is declining over time. Unexpectedly, the sex gap is greater in Western than Eastern cultures. Our findings have crucial implications for research on leadership and gender differences, and refute the lay beliefs that women lack self-confidence compared to men.

[view paper \(if available\)](#)

Relational Confidence: Theorizing the Process and Mechanisms of Validation in the Workplace

Designated as a "Best Paper" for GDO

Author: **Pamela Suzanne**; U. de San Andrés

Author: **Estelle Archibold**; Case Western Reserve U.

Author: **Diana Bilimoria**; Case Western Reserve U.

Current conceptualizations of confidence are characterized by being individual, static, and masculinized. By focusing on self-beliefs, existing constructs present a problematic framework to intervene in women's (lower) self-confidence as

How Does Expressing Humility Affect Females? The Role of Supervisors' Gender

Author: **Chia-Yen Chiu**; U. of South Australia

Author: **Elsa Chan**; City U. of Hong Kong

Author: **David R. Hekman**; U. of Colorado, Boulder

Author: **Brad Paul Owens**; Brigham Young U.

Does showing humility generate positive outcomes for female leaders? On the one hand, from the gender-role congruence perspective, the expression of humility matches observers' expectation of a female leader's communal quality and thus amplifies her leadership influence. On the other hand, implicit leader theories suggest that the expression of humility by a female leader might degrade others' judgments on her leadership capability. To address these seemingly contradicted viewpoints, we differentiate leadership outcomes into leadership effectiveness (e.g., bringing positive influence on others) and leadership impression (i.e., whether an individual is seen as a "qualified leader"). We argue that for a female leader, expressing humility would improve her leadership effectiveness in coaching followers and promote their satisfaction at work. However, being humble could hurt her supervisors' impression about her leadership capability, especially in the eyes of male supervisors. We conduct two empirical studies (experiment and scenario manipulation) to test our hypotheses and conclude that (1) humble (vs non-humble) female leaders have a greater positive impact on followers' received coaching and satisfaction (2) male supervisors (vs female supervisors) will give a humble female leader a lower leadership impression rating on her promotability through a lowered perceived leadership competence. The research conclusion should bring important insights and suggestions for improving leadership development and assessment programs in organizations.

[view paper \(if available\)](#)

The Perpetuation of Gender Inequality Through Costly Gender Congruent Choices

Author: **Yei Rim Suh**; Boston U. Questrom School of Business

Author: **Evan P. Apfelbaum**; MIT Sloan School of Management

asserted in the popular literature. We offer a different way of understanding confidence in the workplace, and propose a new construct—relational confidence—that takes into consideration the dynamic, contextual and interactive nature of confidence. Instead of singularly viewing women as needing to project more self-confidence behaviors, for example in applying for leadership positions, the notion of relational confidence highlights the importance of interpersonal relationships and working with the organizational system to address issues in women's confidence. We discuss the mechanisms of relational confidence, how confidence occurs in the interaction between the self and others, and not just as an internal property of the self. We describe the process of workplace validation that emerges from projecting and endorsing between the self and others at three levels: intrapersonal, interpersonal, and system validation. We conclude by offering thoughts for future research and implications for women's confidence in the workplace.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Author: **Michael Norton**; Harvard U.

Classic theories of gender inequality focus on women's experiences to understand processes in play (e.g. backlash, glass ceiling). We considered how men's reluctance to act in ways that may be perceived as feminine could be an unexplored mechanism through which gender inequality is perpetuated. Studies 1 and 2 demonstrated the existence of an asymmetry in how men and women approach gender incongruence in self-expressive contexts. Results indicated that though both men and women prefer gender congruency, there exists an asymmetry whereby men care more to avoid gender incongruence. Men's willingness to bear disproportionately greater costs to avoid incongruence was so much that they forwent higher quality choices (e.g. better fitting clothes), whereas women did not disregard quality. In Study 3, we extend the implications of this asymmetry to career decisions. We examined an asymmetry in the magnitude of costs (e.g. higher salary/stability) that men and women are willing to incur to remain gender consistent in the labor market, and again found that men are more reluctant to make gender incongruent choices than women. We further discuss how the function of this asymmetry in perpetuating gender segregation differs from, and can add to, literature on gender inequality.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

Knowledge is Key: Unlocking the Positive Effects of Age Diversity in Organizations (session 995)

The working population is more age-diverse than ever before (Truxillo, Cadiz, & Hammer, 2015). At the same time, knowledge loss has become a real threat to organizations due to massive waves of retirement because members of the Baby Boomer generation are gradually leaving the job market. These trends affect organizations at large and require evidence-based solutions to successfully manage the consequences of demographic change and to unlock the benefits of an age-diverse workforce.

GDO

Social Networks and Gender (session 999)

The Status Costs of Building High-Status Network Ties: The Pivotal Role of Gender

Dorothy Harlow/McGraw Hill Best (Conference) Paper Award

Designated as a "Best Paper" for GDO

Author: **Siyu Yu**; New York U.

Four multi-method studies examine individuals' status attainment as a function of the status of their social network contacts. Results demonstrate that

Motivational changes across the lifespan and differences in socialization, education, and on-the-job experiences suggest particular benefits from intergenerational knowledge sharing. However, like other types of diversities, age diversity can lead to both positive and negative outcomes (Horwitz & Horwitz, 2007; King & Bryant, 2017) and the underlying mechanisms and boundary conditions facilitating positive effects remain largely unclear (North, 2019). This symposium sets out to open this black box and identify underlying mechanisms and boundary conditions that unlock beneficial outcomes of age diversity. First, Li, Burmeister, Wang, Asencio, Zhu, and Jin empirically examine whether age diversity in teams is positively related to innovation via knowledge exchange density and novelty, and whether team task reflexivity is a boundary condition of these mechanisms. Next, Burmeister, Gerpott, Hirschi, Scheibe, Pak, and Kooij demonstrate the effectiveness of two newly developed age diversity training interventions intended to improve intergenerational contact quality and knowledge transfer. Third, Pfrombeck and Burmeister present a dual path model to explain how and when older employees' learning from younger coworkers can contribute to successful aging at work (i.e., work motivation, performance, well-being). After that, Truxillo, Cadiz, Brady, and Zaniboni examine the role of generativity as a driver for older employees' engagement in job crafting to realize their age-based motivational shifts toward passing knowledge and experiences to the younger generation. Finally, De Meulenaere, Allen, and Kunze investigate the effects of age-based subgroup development (i.e., age separation) on turnover-related outcomes at the individual and organizational level. Following the presentations, Kurt Kraiger and Lisa M. Finkelstein, two renowned researchers in the fields of learning and age diversity, will discuss and integrate the insights from the five presentations in the larger context of current research in these fields, pointing to important implications for practice and future scholarly work. This symposium brings together five presentations from researchers from China, the USA, and multiple European countries using different methodological approaches at the individual, team, and organizational level. Our intention is to contribute to a deeper and broader understanding of how organizations and employees themselves can unlock the beneficial outcomes of

women accrue significantly less status than men when they build a status-rich network (i.e., when they form ties, on average, with higher-status contacts). Study 1 finds that professional women with status-rich networks are rated as lower in status in comparison to men. Study 2, a longitudinal study, finds that women with status-rich networks at Time 1 predicted their lowered status at Time 2, while this negative relationship does not exist for men. Study 3, an experimental study, finds that women (but not men) who connect with high-status contacts are seen as being lower in communality, which leads to lower status attainment. Study 4 corroborates the findings in Study 3 in a longitudinal field setting. Results suggest that women who build status-rich networks reap lower status benefits than men engaging in the same social networking tactics. Implications for working women and organizations are discussed.

[view paper \(if available\)](#)

Know-How or Know-Who: Sociocultural Upbringing and Organizational Social Networks

Author: **Jacqueline Tilton**; Appalachian State U.

Author: **Kristie Joy Neff Moergen**; U. of Arkansas

Organizations are a key venue where individuals from different backgrounds have the opportunity to interact and yet we know very little about how social class background shapes interactions within the workplace. There is reason to believe that the differing value systems of social class groups influence their attitudes and behavior towards workplace connections and relationship formation. This research considers how social class background affects organizational social networks as well as the class-distinct values and attitudes that shape networking behavior of employees. To study this phenomenon, we analyze a sample of 490 employees from a broad range of roles and organizations across the United States to find that (a) the attitude toward networking varies by class groups and mediate social class's effect on network outcomes; (b) social class background affects class composition; and (c) social class mobility may affect these relationships. Additionally, I provide quantitative support that the middle social class hold central positions within organizations,

an age-diverse workforce, specifically, to retain knowledge and promote intergenerational knowledge transfer, issues which are relevant for both research and practice.

Age Diversity, Knowledge Exchange, and Team Innovation: The Moderating Role of Team Task Reflexivity

Yixuan Li; Purdue U.

Anne Burmeister; Rotterdam School of Management, Erasmus U.

Mo Wang; U. of Florida

Raquel Asencio; Purdue U., West Lafayette

Yue Zhu; Zhejiang GongShang U.

Yanghua Jin; Zhejiang GongShang U.

A Dual Pathway Model of the Effects of Two Age Diversity Training Programs

Anne Burmeister; Rotterdam School of Management, Erasmus U.

Fabiola Heike Gerpott; WHU - Otto Beisheim School of Management

Andreas Hirschi; U. of Bern, Work and Organisational Psychology

Susanne Scheibe; Groningen U. (RuG)

Karen Pak; Radboud U. Nijmegen

Dorien Kooij; Tilburg U.

Learning from Younger Coworkers: Cognitive and Affective Avenues to Employees' Successful Aging

Julian Pfrombeck; ETH Zurich

Anne Burmeister; Rotterdam School of Management, Erasmus U.

Generativity and Job Crafting Among Older Workers

Donald M. Truxillo; Portland State U.

David Cadiz; Portland State U.

Grant Brady; Portland State U.

Sara Zaniboni; U. of Bologna

Workforce Age Separation and Turnover: Who Leaves and Why?

Kim De Meulenaere; KU Leuven

David G. Allen; Texas Christian U.

Florian Kunze; U. of Konstanz

particularly in connecting the lower and upper social class to one another, and thus merit more careful consideration by organizations and in future research.

view paper (if available)

Setting the Fox to Guard the Hen House? Impacts of Men's Admission into Women's Internal Networks

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

This paper reports a longitudinal case study within an IT consulting company that succeeded in dramatically reducing gender inequality despite an unfavorable institutional and organizational environment. Participant observation, archival data, and 52 semi-structured interviews revealed that the opening to men of a women's internal network (WIN) contributed to decreasing men's initial resistance to gender equality policy and raising their awareness of gender inequality, encouraging them to move from gatekeepers to gate openers. It also contributed to increasing women's social capital by providing them with more opportunities to network with men. The advantages of opening the WIN to men appeared to far outweigh the disadvantages, even if it remained necessary to preserve some women-only social gatherings. Building on this case and a supplementary study conducted with 21 diversity experts, I propose a grounded theory of gender inequality remediation based on men's involvement. Implications for practice and research are discussed.

view paper (if available)

Network Inequalities: Why Cohesiveness Hurts Women (and Helps Men) to Get Ideas Funded

Author: Dirk Deichmann; Erasmus U. Rotterdam

Author: Balazs Szatmari; U. of Amsterdam

Author: Romy Van Der Lee; VU Amsterdam

In order to work on and implement new ideas, idea creators usually need funding. Provided that there are limited resources, however, not every idea can

Asynchronous

PRACTICE

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

and will be selected for funding. In this study, we explore in what ways the social network of an idea creator may influence idea funding decisions. For this purpose, we use data of and about research proposals which were submitted to a national science foundation by early-career scholars in 2014 and 2015. We argue that the benefits of network cohesion—a network structure where the contacts of the idea creator are connected to one other—depend on whether the applicant and idea creator is a man or a woman. Controlling for the reviewer-assessed quality of the research idea and its creator, we find confirmation for our hypothesis that the effect of cohesion depends on the gender of the idea creator: While men have a significantly higher likelihood of getting their idea funded when they have a cohesive network with few structural holes, for women the opposite holds true. That is, women are more likely to get their ideas funded when they have an open network with many structural holes. We discuss the implications of this finding for theory and practice.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

CAR

Storming the Last Bastions: Women Entering High Prestige Male-Dominated Occupations (session 1000)

While substantial progress has occurred, men continue to predominate in a number of high-prestige occupations. Women entering prestigious and rewarding occupations predominated by men often experience biased perceptions, a sense of misfit to the position, and an unwelcoming workplace. In this symposium, five research teams from Canada, the U.K., the U.S., and Germany present new research examining women's experiences in high prestige male-dominated fields. Deploying both quantitative and qualitative research methods in a global set of studies, together, these scholars trace the contemporary experiences of

HR

CAR

Accounting for the Nuance in Information Asymmetries in the Hiring Process (session 1008)

This symposium showcases research by human resource management and strategy scholars on information asymmetries in the hiring context. The papers featured in the symposium offered nuanced perspectives on how the availability of incomplete information related to prospective applicants, managers, and organizations impacted the perceptions and decisions among both prospective employees and employers during the hiring process. The rich diversity of viewpoints represented in the symposium offers numerous starting points for multilevel and multidisciplinary discourse.

women in male-dominated fields from attraction, to selection, to participation/empowerment, to performance, and finally, the achievement of equal pay. Altogether, the combined set of findings provides a fresh understanding of contemporary challenges as well as new evidence-based solutions for improving women's participation and experiences in these relatively munificent, high-prestige settings.

Glass Cliff or Speed Bump? Gender Diversity in U.S. Mutual Fund Management Teams: 1992 – 2016

Saurin Patel; Ivey Business School

Natasha Ouslis; Western U.

Alison M. Konrad; Ivey Business School

Kenneth Goh; Singapore Management U.

Gendered Language & Entrepreneurial Joiners

Simon Parker; Ivey Business School

Mihwa Seong; Ivey Business School

Big Questions and Plenty Guesswork: Female Candidates for Professorships in Male-Dominated Fields

Regina Dutz; Technical U. of Munich

Claudia Peus; Technical U. of Munich

Ready to Put on Your Steel-Toed Boots?: Women in Construction Engineering

Amy Randel; San Diego State U.

Benjamin Martell Galvin; Brigham Young U.

Thais C. L. Alves; San Diego State U.

Gender Pay Gaps and Pay Systems: Institutional and Structural Discrimination and Doctors in England

Carol Woodhams; U. of Surrey

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

HR

Employee Voice and External Contractors (session 1006)

Shields and Shadows: Stars' Protective and Eclipsing Effects in the Face of Failure and Success

Rebecca Rheinhardt Kehoe; Cornell U.

Frederick Scott Bentley; Binghamton U.-State U. of New York

The Varying Credibility of Company and Non-Company Information Sources

Julian Ernesto Martinez-Moreno; Cornell U.

Christopher Collins; Cornell U.

Targeted Recruiting & Firm Attractiveness: The Divergent Role of Familiarity for Large & Small Firms

Rhett Andrew Brymer; U. of Cincinnati

Anni Peng; U. of Cincinnati

Laurens Bujold Steed; Miami U.

Examining Contexts in which Managerial Openness to Voice Shapes Employee Attraction

John E. McCarthy; Cornell U.

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

HR

HR and Performance: Individual and Organizational Perspectives (session 1003)

A Process Model of Employees' Remedial Voice: An Empirical Analysis Based on Chinese Data (WITHDRAWN)

Author: Xiaotao Zheng; Shanghai Normal U.

Author: Mingchuan Yu; Shanghai Normal U.

Author: Xiaoling Yang; Shanghai Jiao Tong U.

Author: Bingqing Wu; U. of Wisconsin Parkside

Prior studies have treated employees' remedial voice as a single stage after experiencing mistreatment at work. In this paper, we present a three-stages' process model to indicate employees' possible voice response to mistreatment in workplace. In addition, surveying 382 Chinese employees who have experienced mistreatment, we suggest that mistreatment severity, mistreatment source and employees' power will influence employees' remedial voice process. That is, in Stage 1 (remedial voice versus. silence), employees, who experience the harsh mistreatment, or experience the mistreatment committed by supervisor, or have more power, will be more likely to voice their discontent instead of remaining silent. Once employees decided to voice, in Stage 2 (formal versus. informal voice), employees, who experience the moderate mistreatment, or experience the mistreatment due to supervisor's discretionary actions, or have less power will be more likely to choose informal voice instead of formal voice. If informal voice doesn't work, in Stage 3 (formal voice versus. silence), employees who experience moderate mistreatment or have less power will be more likely to choose silence instead of formal voice. Implications for theory and practice, limitations and future directions are also discussed.

view paper (if available)

Voting for the Union: An Experimental Vignette Study

Author: Jack Fiorito; Florida State U.

Author: Zachary Alexander Russell; Xavier U.

The authors use an experimental vignette method to examine influences on union voting intentions in a hypothetical union representation election. Use of an experimental approach allows for clearer inferences on causality than most union voting studies, which have been based mainly on cross-

The Intersection Between HR and Entrepreneurial Performance: Review and Roadmap for Future Research

Best Student Paper Award for Human Resources-Entrepreneurship Research

Author: Joonyoung Kim; Cornell U.

Despite the proliferation of research on entrepreneurship across disciplines, our understanding of the impact of HR on entrepreneurial performance is rather limited. In this article, I apply a review framework based on systems theory to organize and review prior work on the influence of HR on entrepreneurial performance, and then to provide a roadmap for future research. Four review questions are proposed and discussed: (1) what are the operational definitions used by previous studies when measuring HR as the input? (2) how have previous studies dealt with the mechanisms through which HR impacts entrepreneurial performance? (3) what are the operational definitions used by previous studies when measuring entrepreneurial performance? (4) how have previous studies dealt with the causal relationship between HR and entrepreneurial performance? My findings suggest that the impact of firm-level inputs, including HR systems/practices, on entrepreneurial performance has been understudied and deserves more research attention. Much of the research to date has not investigated the mechanisms through which HR affects entrepreneurial firms, how HR factors interact with one another to create synergies, and insufficient attention has been paid to the careful operationalization of outcome variables and the reciprocal relationship between HR and entrepreneurial performance.

view paper (if available)

Linking HR Practices and HR Service-Quality to Employee Performance: A Regulatory Focus Perspective

Author: Yuntao Bai; Xiamen U.

Author: Li Lin; Wageningen U. & Research Center

Author: Heping Xue; Incomplete

There is a growing consensus that human resource (HR) practices provide an economically and direct

sectional surveys. The authors find that beliefs about union instrumentality in terms of improving terms and conditions of employment for represented workers, beliefs that unions have positive influences for society, and beliefs that workers will have substantial influence on union policies and practices are most influential on voting intentions. The views of others and job satisfaction are found less influential.

[view paper \(if available\)](#)

Logics, Levels, and Voice: Recovering Human Relations in Management of Health Services

Author: **Teresa Carla Oliveira**; U. of Coimbra

Author: **Nélia Cristina Filipe**; U. of Coimbra

In the context of globalisation and a dominant market ideology since the 1980's several earlier assumptions concerning Human Resource Management in both the private and public sectors have been thrown into question. The command-and-control presumptions of models of New Public Management are being challenged as embodying an outdated Fordist and Taylorist production paradigm, while recent management perspectives more consistent with the earlier Human Relations approach of Elton Mayo and stress on the need for Voice of Albert Hirschman are recovering concern with employee well-being for both competitive and mutual advantage. This paper seeks to contribute to these by distinguishing macro institutional from meso organizational and micro operational levels and to enhance the case for greater relative autonomy at such intermediate and lower levels. It draws on audio-taped semi-structured interviews with 46 doctors and 3 nurses as managers and 3 administrators through a period of change within a recently formed Hospital Trust of a major teaching hospital and two other hospitals in a southern European National Health System. In particular, to capture their perceptions over three phases from their internal reorganisation on New Public Management lines (2009), their merger (2011) and post-merger scenarios (2014-18). It then discusses the findings in relation to the case for recovering a human relations approach in the management of public services and offers suggestions for future research.

contribution to firm performance. The underlying reason is that a well-designed and implemented system of HR management practices can create a source of sustained competitive advantages by attracting talented employees and motivating their behaviors. Understanding employee motivations and providing sufficient HR support are the focal job of HR professionals. Employee motivation is multidimensional and takes different forms in the nature of the individual mindset. By distinguishing employees' promotion-/prevention-focused motivations, the regulatory focus theory provides a basis for understanding employees' goal setting. To motivate employees, companies not only need a well-structured HR practices but also to implement the practices in a quality way, i.e., providing efficient and effective HR service, that meets employees' multidimensional motivations. Utilizing the regulatory-focus theory as the mechanism linking HR practices and HR service-quality to employee behaviors, we show that (1) promotion-focused motivation mediated the relationship between discretionary HR practices and employee outcomes (including in-role performance, organizational citizenship behavior, and turnover intention); furthermore, (2) only HR service-effectiveness was found to moderate the mediated relationship between discretionary HR practices and employee outcomes via employees' promotion-focused motivation.

[view paper \(if available\)](#)

Employee Perceptions of HR Strength Matter: A Meta-Analysis to Examine the Effects of HR Strength (WITHDRAWN)

Author: **Timothy Colin Bednall**; Swinburne Business School, Swinburne U. of Technology

Author: **Karin Sanders**; UNSW Business School, Australia

Human Resource (HR) strength is the mechanism through which HR systems deliver signals to employees that allow them to understand the desired and appropriate responses. Despite the huge influence of the HR strength construct, some key issues remain unsolved. These include whether HR strength acts as a mediator or a moderator of the relationships between HR practices and employee and organizational outcomes, and

[view paper \(if available\)](#)

Why Should We Care About External Workers? Towards Total Workforce Management

Author: **Francois Pichault**; U. of Liege

Author: **Frederic Naedenoen**; U. of Liege

The growing use of external skilled workers (or Independent Professionals) by modern organizations raises many unsolved questions in HRM. Who is responsible for managing their careers? What kind of actions can be developed to foster their engagement in lieu of pure transactional contracts? What kind of relations can be organized between client organizations and the third-party actors likely to intervene? In an attempt to answer such questions, the paper explores the conceptual foundations of the new rhetoric on 'total workforce management', an emerging concept in the managerial literature, and provides a research agenda on this topic. The proposed research agenda is based on an extensive literature review on the management of external skilled workers. The available empirical evidence however remains scattered: our paper aims at providing an integrated analytical framework around this topic. Three main dimensions are distinguished through which total workforce management may be deployed. For each of them, new partnerships can be developed between HR managers and external and/or internal stakeholders in order to respond to the challenges of managing external skilled workers. Such partnerships offer unexpected learning opportunities to the HR function. In practical terms, the pros and cons of a blended management of workers are discussed and concrete actions are suggested to support the engagement of external skilled workers in the perspective of a 'high road' HRM strategy. Thanks to its original analytical framework, the paper goes far beyond the current rhetoric developed by consultants and HR technology vendors around this topic.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

whether the effects of HR strength are subject to boundary conditions, especially regarding national cultures. A meta-analysis of 39 studies (comprising 62 samples and 27,685 unique participants) was conducted to answer these two questions and examine the effects of HR strength on different outcomes. Results show that HR strength both moderates and mediates the relationship between bundles of HR practices and employee and organization outcomes. In addition, the results show that high collectivism positively moderated the relationship between HR strength and employee proactive behavior. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Human Resource Management Systems and Attachment Styles: A Multi-Level Conceptual Model

Author: **Huda Masood**; York U., Toronto

Author: **Parbudyal Singh**; York U.

Author: **Souha R. Ezzedeen**; York U.

The purpose of this paper is to develop a multi-level conceptual model outlining the interplay between human resource management and leader-follower adult attachment styles. The paper aims to further elucidate the HR systems-firm performance relationship by theorizing relational mediating mechanisms, namely the interplay between leader and follower attachment styles. We focus specifically on relationship-oriented HR systems, defined as synergized HR practices required to help employees build interpersonal relationships, and offer propositions about their role in activating leaders' individual-level attachment style and followers' group-level attachment style. Further, we theorize an indirect relationship between a leader's contextually-activated attachment style and followers' group attachment style through LMX exchange, meaning the quality of relationship between leader and followers. Drawing on social contagion theory, we posit the dispersion of group attachment as a collective mechanism. Finally, the role of discretionary work behaviors, including positive behaviors such as organizational citizenship behavior (OCB) and detrimental behaviors such as counter-productive work behaviors (CWB) are considered in predicting followers' unit-level

HR

HR, Teams, and Networks (session 1005)

Workforce Differentiation, Perceived Network-Building HR Practices, and Network Outcomes

Author: **Jing Han**; Winona State U.

Author: **Jidong Zhang**; U. of Wisconsin, Eau Claire

This paper reports on a study of employee perceptions of network-building HR practices. Using a sample of 52 employees working at a Dutch bank, a series of hypotheses regarding the antecedents and consequences of employees' perceived network-building HR practices were tested. Our results showed that an employee's identification as high potential was positively related with that employee's perception of network-building HR practices, which further were positively associated with the employee's in-degree centrality and accurate perception of the advice network. Moreover, identification as high potential had an indirect effect on an employee's in-degree centrality and cognitive accuracy through perceived network-building HR practices. Our study has several important implications for talent management and workforce differentiation research. Practical implications and suggestions for future research also are discussed.

[view paper \(if available\)](#)

Human Capital Resource Development: Antecedents and Consequences of Human Capital Resources in Teams

Author: **Jieun Park**; Drake U.

Author: **Mark Maltarich**; U. of South Carolina

performance outcomes. Theoretical and practical implications, as well as the avenues for future research, are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

HR

Pay Communication: Expanding Conceptualizations and Evidence (session 1007)

How Does Pay Transparency Affect Pay Knowledge and Satisfaction? A Field Intervention Study

Alexandra Arnold; U. of Lucerne

Ingrid Fulmer; Rutgers U.

Anna Sender; U. of Lucerne

Junting Li; Rutgers U.

Uncertainty and Employee Pay Disclosure: A Quasi-Experimental Study of Pay Information Exchange

Paul Bliese; Darla Moore School of Business, U. of South Carolina

Michelle Brown; U. of Melbourne

John Shields; U. Of Sydney

Pay Transparency and Employee Counterproductive Work Behavior: Taking Perceived Justice into Account

Ilanit Siman Tov-Nachlieli; Tel Aviv U.

Pay Secrecy, Pay Transparency, and Competitive Climate

Tae-Youn Park; Cornell U.

Aino Tenhiälä; IE Business School

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Although a large body of human capital research supports the critical role of human capital resource (HCR) in unit performance, very little research has paid attention to where HCR originates and how HCR influences team performance. Drawing on human capital, faultline, and multilevel theories, we build on two forms of a team's KSAOs that capture the level and configuration of the KSAOs (i.e., the mean level of KSAOs and KSAO-based faultlines). We examine how both the mean level of KSAOs and KSAO-based faultlines influence HCR, how team processes (i.e., communication, transactive memory system, and team positive affect) affect these relationships, and how HCR impacts team performance. Using a sample of 268 undergraduate students in 66 teams, we find that the mean level of KSAOs and KSAO-based faultlines significantly interact to influence HCR. The conceptual arguments and empirical findings developed in this study contribute to the human capital literature by building knowledge about a team's KSAOs, HCR, team processes, and team performance.

[view paper \(if available\)](#)

Finder, Minder, Grinder: Project Network Relations and on the Job Performance in PSFs

Author: **Michel William Lander**; HEC Paris

Author: **Stefan Heusinkveld**; Vrije U. Amsterdam

Author: **Bastiaan A. Koene**; Erasmus U. Rotterdam

A PSF's success is dependent largely on its competitive advantage: the quality of its resource base as the professionals employed by the firm and their ability to service clients' needs. The career progression of the professionals in these firms is a key topic in the literature on PSFs. The extant literature identifies a number of explanations that account for the possibility upward mobility such as a professional's ability, knowledge and work ethic, as well demographic characteristics. We focus on their day-to-day work, the network relations professionals' form through the client teams in which they participate and see how this affects their end-of-year evaluations. By distinguishing between juniors, seniors and partners, we are able to construct profiles using fs/QCA, of successful professionals and see the extent to which these

profiles require adaptation between the different hierarchical strata.

[view paper \(if available\)](#)

Exploring the SHRM Black Box: Investigating the Role of Community Experiences

Author: **Richard H. Jonsen**; Rowan U.

Author: **Neil M. Boyd**; Bucknell U.

Author: **Franklin Oikelome**; Eastern U.

Author: **Douglas Trimble**; Forman Christian College U., Lahore, Pakistan

Recent calls in the management literature, and burgeoning empirical work, suggest that experiencing community at work is important for employee and organizational outcomes. However, we do not yet know if community experiences play a role in the strategic human resource management (SHRM) black box. This study seeks to better understand the role of community experiences among other social variables that potentially mediate the relationship between high involvement work practices and organizational citizenship behaviors. Specifically, this study tests hypotheses regarding the relationship between high-involvement work practices, community experiences, and organizational citizenship behaviors, and the potential mediators of psychological needs fulfillment and organizational identification. Data from employees across multiple organizations were analyzed using primary least squares structural equation modeling. Results indicated that these social mediators played various roles between high-involvement work practices and organizational citizenship behaviors, and that community experiences play an important role in the SHRM black box. Implications for theory development and guidelines for leadership and management practice are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

IM

Supervisors and Feedback (session 1004)

Contextual Feedback Seeking: Conditional Effects of Individual Power Distance & Feedback Orientation

Author: **Marc Cubrich**; U. of Akron

Author: **Joelle D. Elicker**; U. of Akron

Author: **Rachel Gabel-Shemueli**; U. del Pacifico

Author: **Mary Sully De Luque**; Thunderbird School of Global Management at ASU

Employee feedback seeking may be limited by supervisor–employee relationships that feature an inherent status differential, and these effects could be magnified by higher power distance cultural values. Among the extensive research into feedback-seeking behavior, few studies offer empirical examinations of the role of cultural values or considerations of employee reactions to the feedback environment (i.e., perceptions of fit, fairness, and satisfaction with the environment). Therefore, the present study develops and tests a framework for understanding the feedback-seeking process, focusing specifically on the contextual effects of individual-level power distance values, feedback environment reactions, and feedback orientation. With data obtained from 438 employees in the finance sector in Peru, this article details a conditional, mediated relationship in which the supportiveness of the feedback environment influences feedback-seeking behavior, through employee reactions to the environment. Two conditional effects inform these relationships: the interaction of the employee’s feedback orientation with the feedback environment in predicting reactions and the interaction of individual-level power distance with reactions to the feedback environment. Together, they influence subsequent feedback-seeking behavior.

[view paper \(if available\)](#)

The Short-Term Effects of Supervisor Negative Feedback on Employee Well-Being and Performance

Author: **Lu Xing**; Macquarie U.

Author: **Jianmin Sun**; School of Labor and Human Resources, Renmin U. of China

Dealing with Various Liabilities (session 1010)

Victor or Victim: The Dynamic Advantage of MNCs' Stakeholder Approval Capability

Author: **Meng Zhao**; Nanyang Business School

Author: **Seung Ho Park**; Nanyang Technological U.

Author: **Lingli Luo**; Zhejiang GongShang U.

Multinational corporations (MNCs) face legitimacy cost and biased local stakeholder treatment in the global market. This paper rejects the persistent impact of this legitimacy cost and confirms the role of MNCs’ home-based assets in maintaining advantage in gaining stakeholder support over domestic competitors. How these assets transform into this advantage is a dynamic question. Drawing on the literature of stakeholder identification and evaluation, this study conceptualizes stakeholder approval capabilities (SACs) and suggests that two factors jointly influence MNCs’ advantage in gaining stakeholder support: stakeholders’ evaluating the fit between a SAC and their prioritized demand and MNCs’ advantage in this SAC. We elaborate this two-factor framework by differentiating three types of SACs—instrumental, CSR-based, normative—and explaining different scenarios where each SAC may or may not lead to MNCs’ advantage in gaining stakeholder support. We test theoretical arguments in the context of consumer crises in China during 2000-2013, using a paired sample of 83 MNCs and 92 Chinese firms in consumer goods industries. This study reflects on MNCs’ legitimacy cost, extends the understanding of MNCs’ home-based assets as a source of international competitiveness and informs strategies of deploying these assets to deal with changes in the stakeholder environment.

[view paper \(if available\)](#)

The Narrated Global Orientation and the Liabilities of Newness and Foreignness

Author: **Minsun Lee**; Korea U. Business School

Author: **Daeil Nam**; Korea U.

Author: **Hyemin Chung**; LINE Corporation

This research builds upon the liabilities that firms undergo during foreign initial public offerings (IPOs). While many studies have explored global orientation

Author: **Denise Mary Jepsen**; Macquarie Business School

Research has shown that negative feedback from supervisors tends to increase employees' negative affect, resulting in unfavorable outcomes. Despite calls for more research on emotion specifically, rather than on general affect, the utility of discrete emotions in the feedback influencing process is largely overlooked. Drawing on affective events theory, we investigate the short-term effects of supervisor negative feedback on employees' both well-being and performance, through the theoretically relevant emotion of shame. We tested the hypothesized model using a daily diary method from 119 full-time employees across five consecutive working days. Results show that at the within-person individual level, supervisor negative feedback is associated with employees' feeling of shame, which increased their end-of-work emotional exhaustion while improving their next-day in-role and extra-role performance. Further, individual-level leader-member exchange (LMX) moderated the relationship between negative feedback and shame, with the relationship being stronger under the condition of high LMX. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Feedback Environment Reactions: Linking Feedback Environment to Outcomes in a Cross-Cultural Sample

Author: **Julie Chen**; U. of Akron

Author: **Joelle D. Elicker**; U. of Akron

Author: **Marc Cubrich**; U. of Akron

Author: **Chantale Wilson**; Modern Hire

Author: **Mary Sully De Luque**; Thunderbird School of Global Management at ASU

As attention on the social context has increased, feedback models have begun to expand the role of attitudes, affect, and perceptions of justice in feedback processes. Consistent with prior descriptions of reactions to traditional performance appraisals, we define reactions to the feedback environment as evaluations related to the context of informal day-to-day feedback, at the individual level. We believe that reactions to the feedback

in internationalization, not much research has focused on the IPO context and the effect upon the liabilities of newness and foreignness. Using a sample from 2008 to 2014 of foreign IPO firms in the United States (US), our study finds evidence about the impact of the narrated global orientation. To detect how a firm narratively focuses on which dimensions of global orientation, we use hierarchical topic modeling and propose a global orientation narrative strategy of a firm using the modeling. The results show that the narrated market-driven and technology-driven global orientation in an IPO process have moderating effects on the relationship between the liabilities of newness and foreignness and IPO performance.

[view paper \(if available\)](#)

Vantage of Foreignness: How Expansion Abroad Influences Resource Acquisition at Home

Author: **Jialin Du**; Renmin U. of China

Author: **Eric Y.-F. Zhao**; Indiana U., Bloomington

This paper examines how global expansion of privately-owned enterprises (POEs) from emerging economy influences their resource acquisition back in the home country. We argue that, while POEs confront the liability of foreignness in host countries, the same 'foreignness' through global expansion serves as a positive signal to stakeholders at home market, thus mitigating POEs' liability of privateness and facilitating their resource acquisition. Using Chinese listed companies as our research context, we found that global expansion of Chinese POEs significantly increased their subsequent financial resource acquisition from home country banks and suppliers. We also found that this positive effect was amplified when POEs entered more advanced economies and adopted greenfield investment (versus acquisition) as the mode of entry, but was attenuated when POEs had stronger political connections. We conclude the paper by discussing the implications of our findings for research on liability of foreignness, liability of privateness and internationalization of emerging economy firms.

[view paper \(if available\)](#)

environment provide a key explanatory mechanism linking the environment to outcomes. The present study replicates and tests a framework for understanding the feedback environment, predicting outcomes such as engagement, embeddedness, and feedback-seeking behaviors through reactions to the feedback environment. We also consider feedback orientation, defined as an individual's overall receptivity to feedback, to have a strengthening effect on the proposed relationships. Using 253 executive MBA students from 37 countries, results show significant mediational relationships in which the feedback environment influences embeddedness, engagement, and inquiry-feedback seeking through reactions to the feedback environment. Discussion of implications for engagement, embeddedness, and feedback-seeking behaviors follow.

[view paper \(if available\)](#)

Support or Neglect: Is the Effect of Job Autonomy Conditional on Trust Towards the Supervisor?

Author: **Annamaria Kubovcikova**; Aarhus U., Department of Management
Author: **Jakob Lauring**; Aarhus U.

In job design research, autonomy has generally been portrayed as a predictor of positive attitudinal and behavioral work outcomes. Some studies, however, have indicated that job autonomy under certain condition can yield ambiguous results. We therefore hypothesize that the social context can change employees' perception of granted autonomy. Using responses from 451 matched pairs of PhD candidates and PhD supervisors, we explored the effect of job autonomy on attitudinal (satisfaction) and behavioral (performance) work outcomes and the role of interpersonal trust in this relation. We found that job autonomy had a positive effect on performance partially mediated by job satisfaction. In addition to that, our results show that this indirect effect is moderated by the level of trust in the supervisor. More specifically, our study suggests job autonomy to be beneficial only if there is a certain level of trust between the supervisor and supervisee.

First Mover Survival in International Entry Strategy: An Organizational Legitimacy Perspective

Author: **Liang Li**; Ivey Business School

Author: **Andreas P.J. Schotter**; Ivey Business School

When entering a foreign market, multinational enterprises (MNEs) from the same home country do not necessarily face identical levels of institutional constraints. Taking a legitimacy perspective, we argue that first movers may confront more liabilities of foreignness and outsidership. Their pioneering efforts to build up external legitimacy can change the host country institutions, and lessen the institutional pressures for followers. Later access, therefore, may have survival advantages compared to first entry. To mitigate these entry timing disadvantages, first movers can form international joint ventures (IJVs) with local firms to quickly acquire external legitimacy from the outset. The downside to this strategy, however, is that efforts to gain external legitimacy in the host country context may undermine internal legitimacy in the internal environment of the MNE. To balance these two types of legitimacy, we suggest that the first mover needs to maintain relatively strong ownership control over the alliance. Meanwhile, although MNEs can also influence the relative allocation of control over an IJV by influencing staffing of subsidiary general managers (GMs), we argue that the nonownership control such as using a parent-country national to manage the subsidiary does not necessarily serve as a substitute for ownership control. In local partner dominated IJVs, this GM staffing strategy may further decrease the first movers' survival rate. Drawing on Japanese longitudinal data from 1991 to 2013, our analysis provides empirical evidence to support the argument.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

IM

Exporting and Emerging Markets (session 1011)

Smallness and Newness as Export Barriers: A Configurational Approach to SMEs in Emerging Countries (WITHDRAWN)

Author: **Olivier Bertrand**; Fundação Getúlio Vargas/EBAPE

Author: **Marie-Ann Betschinger**; HEC Montreal

Author: **Humberto Brea-Solís**; SKEMA BS - U. Côte d'Azur

This study investigates firm-specific export barriers for SMEs in an emerging country, Russia. Instead of isolating the liabilities of newness and smallness as individual conditions that could prevent companies from exporting, we examine conjunctural causation, that is, the complementary factors that cause newness or smallness to become export barriers, and the presence of equifinality, that is, the existence of multiple export barrier configurations that could include smallness or newness in different ways. We took an inductive, theory-building approach based on set theory, applying a fuzzy set Qualitative Comparative Analysis to a unique cross-section dataset of privately-owned Russian SMEs in the manufacturing industry in 2013. Our findings first suggest that SMEs that do not export are not necessarily small or young. Also, the liabilities of smallness and newness do not need to occur together. To prevent SMEs from exporting, the liability of smallness or newness has to be associated with a lack of other internal resources and the absence of links to external resource providers in the local environment. External parties in the home country, such as local strategic alliances, business group affiliations, or state support, provide different types of resources and are therefore not perfect substitutes. This study provides a more nuanced and complex view of the liabilities of newness and smallness as export barriers for SMEs in the context of an emerging country.

IM

HKUST Best Paper in Global Strategy Finalist (session 1009)

Does Knowledge from Home Markets Boost OFDI of EMNEs? Evidence from Indian Family EMNEs

IM Division HKUST Best Paper in Global Strategy Finalist

Author: **Arindam Mondal**; XLRI-Xavier School of Management

Author: **Sarada Devi Vsb Gadepalli**; Alliance Manchester Business School, U. of Manchester

Despite increasing research on multinationals from emerging economies (EMNEs), our understanding of the antecedents of their international expansion is still limited. In this study, we seek to examine whether operating in their complex and diverse domestic markets deter or aid the outward foreign direct investments of EMNEs. As family firms are dominant in emerging economies, we further explore how heterogeneity within family firms moderate this relationship. We conduct our investigations using a proprietary longitudinal dataset comprising of 213 EMNEs from India featuring in the S&P Bombay Stock Exchange (BSE) 500 index covering a six-year period from 2007-08 to 2012-13, of which 175 were family EMNEs and find supporting evidence for our theoretical predictions.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

A Behavioral Explanation of Firm's International Trade Behavior in Emerging Markets

Author: **Hongyan May Qu**; Central U. of Finance and Economics

Author: **Changqi Wu**; Peking U.

In response to the recent call for firm-level analysis in international trade, this study examines the effects of performance-aspiration level, slack resource, and firm inertia on the risk-taking behavior (export) of firms from a behavioral perspective. Using a Chinese pharmaceutical industry dataset consisting of 1904 firm-year observations for the 1998 to 2000 period, this study finds that exports would increase as the focal firm's performance level falls below or rises above its aspiration levels, and also as the focal firm's accumulated slack resources increase. However, as an indicator of inertia, firm size can moderate the relationship between performance-aspiration level, slack resources, and export behavior. Larger firms are more risk-averse and less likely to export, or export less than smaller firms, even when their performance-aspiration level is very high, or very low, or the focal firm has accumulated abundant slack resources. This study contributes to the international trade literature by analyzing firm-level factors in response to a call for management theory perspectives on firms' trade in emerging markets.

[view paper \(if available\)](#)

Experiment First, Register Later: On the Relationship Between Firms' Informal Legacy and Exporting (WITHDRAWN)

Author: **Marcus Møller Larsen**; Copenhagen Business School

Author: **Caroline Witte**; Copenhagen Business School

Around the world and especially in areas of widespread poverty, unregistered organizational entities start their operations in the part of the economy that either fails to adhere to the established institutional rules or is denied the protection of those rules. In this article, we explore

the export propensity of firms that start their operations in the informal economy. We argue that firms operating informally have a unique opportunity to experiment with different products and markets prior to formal registration. This experimentation reduces subsequent uncertainty related to internationalization and, hence, increases the propensity of these firms to export after formal registration. We also argue that the relationship between informal legacy and export propensity is weaker in countries with stronger formal institutional trust. Using a comprehensive sample of 9,454 African firms, we find support for our hypotheses.

[view paper \(if available\)](#)

Reference Group to Competitors: Export Behavior of Firms in Transition Economies

Author: Yun Dong Yeo; UT Dallas

This paper examines how domestic and foreign competitors, as a reference group or direct competitors, influence export intensity of firms in transition economies. Domestic competitors as reference group better equips the focal firm to compete in the domestic market thereby reducing exports of the focal firm. On the other hand, foreign competitors as reference group encourages the firm to produce better quality products that meet the standards of international markets, thereby motivating firms to increase exports. However, the generic strategies of the focal firm, namely cost-leadership and differentiation strategies, likely turns domestic and foreign firms into direct competitors, respectively. The resulting heightening competition pressure from domestic and foreign competitors likely pressures firms in transition economies to engage in internationalization as an escape strategy by increasing their exports in order to avoid competition pressure within the market. We find empirical support for our arguments using a survey data set from 26 transition economies.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

Broadening Horizons for Case Teaching and Research: A Discourse with Eminent Scholar-Teachers (session 1013)

Asynchronous

TEACHING

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Cross-Cultural Management (session 1012)

Long Term Orientation in China: Generational Differences and Cultural Measurement Standards

Author: **Douglas Chun**; U. of La Verne

Author: **Zhen Zhang**; U. of La Verne

Author: **Issam Ghazzawi**; U. of La Verne

Author: **Yeri Cho**; U. of La Verne

China has undergone significant societal changes in recent decades, however, questions remain as to how these changes have influenced the values of different generations in the country. Using concepts used to measure LTO from both Hofstede's revised VSM08 questionnaire and Bearden et al.'s (2006) modified scale, we conducted a survey with 1154 people in China. We found participants born in or before 1981 have higher long-term orientation compared to individuals born after 1981. Perhaps more importantly, we found that when measured by these concepts, our overall sample scored lower on the STO/LTO scale than Hofstede's LTO scale indicate. Our findings have large implications on the instruction educators and consultants are providing their students in regards to ethnic cultures. We suggest that business practitioners should be aware of these cultural value changes when formulating strategic plans, as these attitudinal and behavioral changes have the potential to greatly impact their business interactions, and that instructors should be aware of the plasticity of living cultures.

[view paper \(if available\)](#)

Teaching with Cross-Cultural Simulations: Some Effects of BaFá BaFá

Author: **Mikael Sondergaard**; Aarhus BSS, Aarhus U.

Author: **Christina Kempf**; Friedrich-Alexander U. of Erlangen-Nürnberg

Intercultural simulations represent a useful instrument to improve intercultural competencies and cultural adaptation of expatriates. Existing research is mostly limited to the analysis of its affective outcomes. Based on Social Identity Theory

and Experiential Learning Theory, we analyze the effects of the intercultural simulation BaFá BaFá on participants' behavioral preferences as well as their behavioral choices in an Asian and a Western context. We assess the effects of BaFá BaFá for 190 international business students from Germany and 162 business economics students from Denmark. Our findings indicate that BaFá BaFá may improve participants' ability to behave appropriately in foreign cultures. In particular, participants learn to adapt to dominant individualistic and collectivistic behavioral patterns in diverse cultures. The learning effects seem to be stronger for participants that were assigned to an artificial culture, which differs greatly from their own. We believe that taking the perspective of a contrary culture facilitates the first three phases of Kolb's (1984) experiential learning cycle, concrete experience, reflective observation, and abstract conceptualization, and thus leads to enhanced learning. Our findings demonstrate the great potential of intercultural simulations for the preparation of expatriates and allow us to derive implications for the effective design of such interventions.

[view paper \(if available\)](#)

The Mediating Effect of Cross-Cultural PsyCap on the Link of CQ and Overseas Life Satisfaction

Author: **Angela Shin-yih Chen**; National Taipei U.

Author: **Guo-hua Lin**; National Taipei U.

Author: **Kuan Ko**; National Taipei U.

Author: **Amber Bian**; National Taiwan U.

The purpose of the current study was to examine the effects of cultural intelligence (CQ) on individuals' overseas life satisfaction and focus on opportunities with the mediating effect of cross-cultural psychological capital (PsyCap). Data were collected from the Taiwanese college students who were studying abroad. In two months, 502 copies of questionnaires we collected, and 411 were valid. For hypotheses testing, structure equation modeling (SEM) utilized via Mplus 8.2. The results indicated that cross-cultural PsyCap mediated the relationship between CQ and overseas life satisfaction as well as enhanced the relationship between CQ and focus on opportunities.

view paper (if available)

Cross-Cultural Use of Technology in Management Education

Author: **Julia Milner**; EDHEC Business School

Author: **Trenton Milner**; INternational Centre for Leadership Coaching

Author: **Sharleen O'Reilly**; U. College Dublin

Personal technologies are ingrained into our everyday living and smartphones are prominent cohabitants. Higher Education settings view the integration of technology and heavily digitized individuals into education settings as a double-edged sword. The purpose of this paper is to explore the use and effect of purposeful as well as non- purposeful digital behaviors. A mixed methods approach looked at both student (389 survey respondents) and teacher (30 interviews) perspectives and behaviors on smartphone use in higher education in China, Australia and France. The authors found that technology usage in class leads to poorer individual academic performance. This relationship was complicated by improved student outcomes for certain social media platforms usage in the classroom setting. Student in- class smartphone usage influenced teaching workloads, feelings of control and motivation. Smartphone usage in the classroom exhibited inadvertent effects on teamwork and similar effects were seen across countries for both students and teachers. Future studies need to explore the behavioral drivers behind cyberloafing to enable the creation of suitable nudges within settings to drive positive outcomes and the creation of a nurturing digital culture. Digital activities within the educational and organization environment are less transparent as the responsibility for managing this increased digitization needs a mechanism for consensus by all parties involved, in a constantly changing digital work-space. This study combines the exploration of purposeful as well as non-purposeful smartphone usage from both the student as well as the teacher perspective across two disciplines and three culture settings.

view paper (if available)

Designing a High-Impact Global Leadership Development Program: The Case of I-LEAD

Author: **Guido Gianasso**; Nanyang Technological U.

Author: **Catherine Wu**; Nanyang Technological U.

Author: **Kok Yee Ng**; Nanyang Technological U.

Although global leadership development is a top priority for organizations, existing global leadership research has focused more on “what” question – what specific competencies do global leaders need? – than the “how” question – how do leaders develop these competencies? This study responds to a call for a deeper understanding of the processes that multinational organizations can use to develop global leaders. We report a case study of a highly successful global leadership program (known as I-LEAD) in the International Air Transport Association (IATA), the trade association that represents 230 member airlines around the world. We highlight three novel and critical training design elements of the I-LEAD program: 1) using the parsimonious and validated competency model of cultural intelligence (CQ) to design and assess impact of program; 2) constructing authentic learning experiences and ensuring experiential learning; and 3) embedding the training in a larger organizational system to enhance training impact not only on individual leaders, but importantly, on the organization. We present empirical evidence of the impact of the program, based on 54 I-LEAD leader participants and their 161 team members. We also examine how I-LEAD impacts organizational outcomes, leading to financial returns for IATA.

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

RESEARCH

PAPER SESSION

ASYNCHRONOUS

MSR

MC

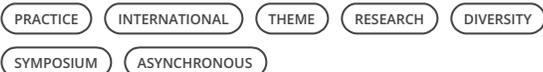
Publishing Not Perishing Through Qualitative Research: A Conversation to Advance MSR and Practice (session 1017)

OB

Broadening our Sight: New Perspectives on Inclusion at Work and the Role of Inclusive Leadership (session 1019)

This session involves a conversation among participants concerning how the management, spirituality, and religion field can advance the quality, relevance, and impact of research in the area. The goals are to 1) encourage scholars to undertake qualitative research on topics in the field of MSR and other areas, 2) to provide helpful information on qualitative methods needed to launch qualitative research projects and bring them to completion, 3) discuss and share insights from experienced scholars and editors that can facilitate the publication of good qualitative research, and 4) answer questions participants have about qualitative research methods and publishing in good journals. The panel includes experienced scholars, reviewers, and editors who have published in top journals, as well as emerging scholars.

Asynchronous



Broadening our sight on inclusion at work and the role of inclusive leadership, this symposium encompasses a systematic review of the inclusive leadership literature (Veli, Schalk, Knappert, & van Engen), a quantitative (Chung, Shore, Wiegand, & Xu) and a qualitative (Carrero & Härtel) empirical study that examine leaders and their role in supporting inclusion, a contribution on the development of the construct of individuals' 'inclusion competence' (Festing & Kraus), as well as a qualitative exploration of the collective dimension of inclusive leadership (Taksa & Powell). The diversity of the papers and the symposium discussant Lisa Nishii will help participants and the audience to think "outside the box" by unpacking the different layers that scholars have envisioned in the constructs of inclusion and inclusive leadership. Orchestrated as such, we intend our symposium to "broaden our sight" (AoM conference theme 2020) on "understanding inclusive workplaces" (AoM conference theme 2019) and hence, to move the field forward, while speaking to a large AoM audience.

A Systematic Review of Conceptualizations and Operationalizations of Inclusive Leadership

Ayfer Veli; Human Resource Studies, Tilburg U.

Rene Schalk; Tilburg U.

Lena Knappert; VU Amsterdam

Marloes Van Engen; Tilburg U.

Facilitators of Workgroup Inclusion that Contribute to Employee Trust

Beth G Chung; San Diego State U.

Lynn Shore; Colorado State U.

Justin Wiegand; San Diego State U.

Jia Xu; School of Political Science and Public Administration of Wuhan U.

Inclusion for All: Neurodiversity Inclusive Leadership

Justin Carrero; U. of Queensland Business School

Charmine E. J. Hartel; Monash U., Australia

Conceptualization of a New Construct Addressing Inclusion Competence

Marion Festing; ESCP Business School

Sina Kraus; ESCP Business School

Multilevel Collective Leadership as Commitment, Adaptation, Alignment, and Direction

Lucy Taksa; Macquarie U.

Glen Powell; Macquarie U.

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

OB

Challenges in Measurement and Enactment of Leadership Behaviors (session 1024)

Good Leadership as Informed by Virtue: Exploring Scholarly and Public Views

Author: **Toby Newstead**; U. of Tasmania

Addressing complex problems requires collective action, and enabling collective action requires good leadership. From a scholarly perspective, good leadership can be understood as emerging from and being enacted as virtues such as courage, wisdom, humanity, and justice. However, it is unclear how this scholarly understanding of good leadership aligns (or not) to public understanding of good leadership. This paper takes the top 25 TED talks on leadership as a public perspective of good leadership and analyzes them to assess which virtues are used explicitly and metaphorically to describe good leadership. Dichotomous views between scholarly and public views of good leadership are flagged, and a notion of good leadership as mapped in the public domain is distilled. Implications, limitations, and future research are discussed.

view paper (if available)

What to Delegate and How to Delegate Matter (WITHDRAWN)

Author: **Hee Man Park**; Pennsylvania State U.

Author: **Kameron Carter**; Penn State U.

Author: **Jean Phillips**; Penn State U.

Previous research on delegation has focused primarily on the predictors and outcomes of

OB

Cognition and Decision Making (session 1027)

How Do Feedback Seekers Think? Disparate Cognitive Pathways Toward Incremental & Radical Creativity (WITHDRAWN)

Author: **Min Yu**; Seoul National U.

Author: **Jin Nam Choi**; Seoul National U.

Feedback-seeking behavior (FSB) has been identified as a meaningful facilitator of individual creative performance. Nonetheless, existing empirical findings are inconsistent, thus raising the need to reexamine the relationship between FSB and creative performance. Accordingly, we explored the effects of FSB on two different types of creativity, radical and incremental, and directed our attention to cognitive processes that mediate the relationship between FSB and creativity. On the basis of the dual pathway to creativity model, we propose that feedback-seeking (FS) frequency and breadth increase cognitive persistence and flexibility, which in turn enhance their radical and incremental creativity of feedback seekers. Our analysis of the data comprising 239 employees from 95 teams in various business organizations revealed that FS frequency is positively related to radical creativity, whereas FS breadth is negatively related to incremental creativity. FS frequency is positively related to cognitive flexibility and cognitive persistence, whereas FS breadth is positively related to cognitive flexibility. Only cognitive flexibility, not cognitive persistence, mediates the relationship between FSB and radical creativity. This study advances the literature on FSB and creativity by developing and validating a theoretical framework that considers the intervening cognitive mechanisms and the various forms of creativity.

delegation and assumed that delegation has universally positive effects on subordinate outcomes. However, recent evidence suggests that delegation is not always positive for subordinate outcomes, and it remains unclear about the conditions that make delegation more or less effective. Invoking the literature on under-qualification and destructive leadership, we examined when and how the characteristics of the delegated task and supervisor's behavior during delegation affect subordinate outcomes. We hypothesized that delegation of a task that requires new skill development increases commitment to the delegated task and the supervisor and subsequently supervisor-directed OCB. We further argued that supervisor incivility during delegation nullifies the positive effects of delegation of a task with new skill development. The result of the lab study with 162 students provided general support for our hypotheses. The current study contributes to the literature of delegation, destructive leadership, and commitment by providing nuanced understanding on what task characteristics during delegation facilitate subordinate's attachment to the delegated task and how supervisor behaviors neutralize the positive effects.

view paper (if available)

When Ethical Leadership is Not Effective: Moderating Roles of Career Age and Career Plateau

Author: **Weipeng Lin**; Nankai U.

Author: **Yiling Jin**; Nankai U.

Author: **Xianghan Zhan**; Nankai U.

Author: **Jianfeng Jia**; Northeastern U. China

Despite previous research suggests that ethical leadership promotes employees' ethical behavior, such as knowledge sharing, little has been known about the boundary conditions of the effects of ethical leadership. Drawing on work-career theory, the current study tested a mediated moderation model in which career age moderates the ethical leadership-knowledge sharing relationship through career plateau. Using multi-wave and multi-source data from a sample of 301 employees in an information technology company, results demonstrated that career age was positively related to career plateau, which in turn moderated the

view paper (if available)

How Transactive Memory System Becomes Ineffective Over Time and When it is Revitalized

Author: **Jiunyan Wu**; Kyoto U.

Author: **Tomoki Sekiguchi**; Kyoto U.

Although research on transactive memory system (TMS) generally shows that a well-developed TMS has a positive impact on team performance, less attention has been paid to the possibility that TMS could become ineffective over time. Using an agent-based modeling (ABM) approach, we directly examine how two effects—the information concentration on experts and the transaction cost incurred in TMS information processing—interplay across levels over time. We further explore the aspects of the communication networks and the membership change on TMS dynamics. Our ABM simulations reveal that along the nonlinear development of TMS, the coevolved two effects emerge and magnify over time; and ultimately override the benefits of TMS. The results also show that a TMS teamwork with a moderate-density communication network helps sustain the efficacy of TMS. Moreover, to overcome the rigidity of the team performance, we find that a delicate change of the membership in an appropriate timing weakens the team inertia through invigorating team member learning to revitalize the TMS team functioning. Based on the findings, we propose a three-stage model of TMS effectiveness, suggesting that a TMS teamwork can continue to be effective in a long run if the appropriate interventions are made.

view paper (if available)

Rejection Sensitivity Hurts Your Open Mind: Rejection Sensitivity and Wisdom in Workplace Conflicts

Author: **Anna Dorfman**; U. of Waterloo

Author: **Harrison Oakes**; U. of Waterloo

Author: **Igor Grossmann**; U. of Waterloo

Six studies (N = 1,617) tested the role of dispositional rejection sensitivity (RS) and manipulated power position for wise reasoning among managers and subordinates in workplace

relationship between ethical leadership and employee knowledge sharing, such that the relationship was weaker for employees with high levels of career plateau. These findings suggest that even under supervision of ethical leaders, employees with high career age may still be reluctant to engage in ethical behaviors such as knowledge sharing because their career has plateaued.

view paper (if available)

Measures of Authentic, Ethical, and Servant Leadership Spuriously Predict Objective Outcomes

Author: **Thomas Fischer**; U. of Geneva

Author: **Joerg Dietz**; U. of Lausanne

In two experiments, we provide evidence that questionnaire measures of authentic, ethical, and servant leadership are not valid representations of leader behaviors. We demonstrate that the measures are affected by irrelevant factors and can spuriously predict outcomes. In Study 1, a manipulation of performance cues and charismatic tactics impacted ratings of these leadership measures. In Study 2, ratings of leadership style measures predicted an objective outcome, even when leader behaviors did not vary and when we controlled for performance cues and rater-specific variables. This latter finding suggests that these leadership styles measure more than leader behaviors, although researchers use these styles as if they were behavioral constructs. We speculate that leadership styles as constructs-in-use differ from leadership styles as constructs-as-theorized. Whereas leadership styles as constructs-in-use appear to confound leader behaviors and evaluations of these behaviors, theories of leadership styles treat these styles as patterns of leader behaviors. Consequently, research suggesting that authentic, ethical, and servant-like leader behaviors engender positive results might be a mere artifact of poor measurement. Thus, future research should only use questionnaire measures of leadership styles if these questionnaires actually reflect the construct-as-theorized.

view paper (if available)

conflicts: intellectual humility, consideration of change/multiple ways a situation may unfold, recognition of others' perspectives, search for compromise/resolution, and outsider's viewpoint. RS was systematically related to lower performance on each aspect of wise reasoning, above and beyond other threat-related individual differences. Effects of power position were modest and nuanced: Whereas low-(vs. high-) power position facilitated intellectual humility, consideration of change, and search for compromise, high- (vs. high-) power position facilitated consideration of others' perspectives. We discuss implications for understanding the influence of rejection-related tendencies and power on reasoning processes in social conflicts.

view paper (if available)

Exploring Team Familiarity as a Buffer to External Conformity Pressure in Decision-Making Teams

Author: **Amanda Ferguson**; Northern Illinois U.

Author: **Adam C. Stoverink**; U. of Arkansas

Author: **Pat Downes**; Texas Christian U.

Decision-making teams routinely face pressure from external stakeholders to conform to their preferences. Yet literature on conformity pressure is overwhelmingly focused on individuals conforming to others within (not outside) their groups, and literature on accountability to external stakeholders is focused on individuals acting independently (without respect to a team context). In this paper, we consider conformity pressure as applied to a collective decision-making team and how such pressure can be alleviated when team members have strong intragroup relationships in the form of high team familiarity. We examine our predictions in the context of NCAA football officiating crews facing pressure from audiences to call penalties that unduly favor the home team, a phenomenon known as the home field advantage bias. Results reveal that, as audience conformity pressure increases, officiating crews with high familiarity are less likely to conform to the pressure to call more penalties on the visiting team. Moreover, this effect results in fewer home team wins, representing an attenuation of conformity to external pressure. These findings contribute to research on team decision-making effectiveness, conformity in team contexts, and the benefits of team familiarity.

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

OB

Goals and Behavioral Intentions (session 1022)

The Powerful (but Constrained) Strength of Behavioral Interventions

Author: **Hannah Benner Waldfoegel**; Northwestern Kellogg School of Management

Author: **Loran F. Nordgren**; Northwestern U.

Nations and organizations have become increasingly interested in using behavioral interventions or “nudges” to promote personal wellness and prosocial behavior. Interventions can powerfully alter behavior, but also frequently fail to produce the intended results. In three online experiments (N = 6,619) and two field datasets (N = 96,995), we test the effectiveness of a series of well-known interventions and demonstrate that the impact each intervention has on behavior depends on the motivation-effort tension, which captures the degree of balance between the desire to act (motivation) and the cost of action (effort). We find evidence that interventions can have a considerable impact on behavior when effort and motivation are balanced, but quickly lose effectiveness as they become unbalanced. These findings demonstrate that while interventions can substantially impact behavior, this window of opportunity is narrow, and interventions applied outside of it do not produce the intended results.

[view paper \(if available\)](#)

The Role of Goal Source in Escalation of Commitment

Author: **Jong Seok Lee**; U. of Tennessee, Knoxville

Author: **Mark Keil**; Georgia State U.

Author: **Kin Fai Ellick Wong**; Hong Kong U. of Science and Technology

OB

Humble Leadership (session 1029)

Humble Leader Behavior and its Effects on Performance in Teams

Author: **Shengming Liu**; Fudan U. School of Management

Author: **Xin Lucy Liu**; Columbia Business School

Author: **Ying Wang**; Guanghua School of Management, Peking U.

Author: **Yen Hsiang Wu**; Peking U.

Author: **Lifan Chen**; Renmin U. of China

Based on social information processing theory, this study builds a multilevel model to explore the effects of humble leader behavior on performance in teams. Analysis of time-lagged and multisource data, gathered from 298 employees across 70 work teams demonstrates that at the individual level, humble leader behavior is positively related to performance via organization-based self-esteem (OBSE). Meanwhile, at the team level, humble leader behavior is positively related to performance via team potency. Moreover, team cognitive diversity moderates the indirect effects of humble leader behavior on both individual and team performance, such that the positive indirect effects are stronger for teams with higher cognitive diversity than for those with lower cognitive diversity. The current study's results expand our understanding of the underlying mechanisms of humble leader behavior in organizations. Implications and limitations are also discussed.

[view paper \(if available\)](#)

Humble Leaders Under Conditions of Uncertainty? An Empirical Analysis of Its Boundary Condition

Author: **Jiang XU**; Ph.D Candidate in Organizational Behavior

This paper aims to provide insights into the theory

Author: **Hyung Koo Lee**; HEC Montreal

Escalation of commitment is an important decision problem that occurs across a wide range of decision contexts. Recognizing that escalation situations involve one's effort to achieve some form of a goal, several escalation researchers have attempted to understand escalation of commitment as a goal pursuing activity. Prior work has suggested that escalation situations consist of (1) an initial goal setting phase and (2) an escalation decision making phase, and has investigated the effect of goal difficulty and goal specificity on escalation decisions. However, to date escalation researchers have not investigated the potential role of goal source in escalation situations. In this study, we aim to advance our understanding of escalation of commitment by examining the relationship between goal source and escalation of commitment. We conceptualize three different sources of goals (self-set, assigned, and inherited goals) in escalation situations by synthesizing goal setting theory and escalation research, and empirically investigate how they influence escalation decisions. We conducted two laboratory experiments and found evidence suggesting that individuals who did not take part in initial goal setting and did not invest effort in pursuing the previous course of action, are less likely to fall into the escalation trap.

[view paper \(if available\)](#)

Do Members' Organizational Identity Understanding Trump Leaders' Claims About "Who We Are?"

Author: **Temi Wright**; Purdue U., West Lafayette

This study seeks to explore the co-evolution of OI claims and OI understanding in constructing organizational identity. The study operates on the premise that as a socially constructed phenomenon, organizational members are able to formulate notions about "who we are" through OI understanding. The case is set at DeVine Integrated Food Services Limited, an integrated food manufacturing organization. Research method in the study is grounded theory inductive analysis triangulated through document analysis, grounded theory interviews and ethnographic observation.

of leader humility by exploring its potential boundary condition. Extant research mostly views leader humility as a type of universally positive leadership style and discuss it within a stable organizational context, little is known about its boundary condition and effect within a dynamic context. Therefore, we specifically test perceived environmental uncertainty as an important boundary condition of leader humility. With data gathered from 219 participants, using a time-lagged research design, we find that the positive indirect effect between leader humility and subordinate task performance depends on the degree of perceived environmental uncertainty. Theoretical and practical implications for leadership and work teams are discussed.

[view paper \(if available\)](#)

How Perceived Overqualification and Leader Humility Interact to Influence Turnover Intention

Designated as a "Best Paper" for OB

Author: **Chao Chen**; School of Management, Xi'an Jiaotong U.

Author: **Jie Feng**; Rutgers U.

Author: **Xinmei Liu**; Xi'an Jiaotong U.

We draw on the social comparison literature to suggest that team members' turnover intentions are affected by the interactive effect of their perceived overqualification and leader humility. Focusing on the mediating role of relative leader-member exchange (RLMX)—individual's leader-member exchange (LMX) quality compared to the average LMX within teams, we posit that the relationship between perceived overqualification and RLMX is enhanced when leader humility is high. Using data from a total of 239 employees in 53 teams, we find general support for our hypothesis that RLMX mediates the interactive effect of perceived overqualification and leader humility on turnover intention. Taken together, our findings suggest that paying more attention to the impact of leaders on the dynamics of relationships within teams would enrich future research on employee overqualification.

[view paper \(if available\)](#)

Findings show that founders' OI claims are in several relationships with organizational members' understanding of "who we are." Expanding current conceptions in the literature, three types of relationships are uncovered: (1) when OI claims and OI understanding match; (2) when OI claims and OI understanding do not match creating room for what I call an OI gap; and (3) when OI understanding does not emanate from OI claims (as presumed in the literature). The study also provides support for social constructionist arguments that organizational identity is co-constructed through social interactions of stakeholders. It contributes a perspective that suggests that OI understanding occupies a central, privileged position as it directly links organizational identity, moderates the relationship between OI claims and OI, and also, may be able to form identity without the input of OI claims as rudder. Practical recommendations are also offered for managers.

[view paper \(if available\)](#)

Supervisor Bottom-Line Mentality and Subordinates Knowledge Hiding: A Moderated Mediation Study

Author: **Yun Zhang**; Wuzhou U.

Author: **Jun Xie**; Guangdong U. of Foreign Studies

This article exploits and test a moderated mediation model to examine the occurrence of knowledge hiding as a consequence of subordinates' reactive toward their supervisors with BLM. More precisely, we examine indirect relationship between supervisor BLM and subordinate knowledge hiding through subordinate BLM, as well as subordinate gender play in strengthening or mitigating this relationship. Across a field study, we found strong support for our hypotheses; these findings have a lot of implications for literature and practice.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

How Do Followers Like Leader Humility? It Depends on Their Perception of Leader Competence! (WITHDRAWN)

Author: **Qianyao Huang**; Peking U.

Author: **Ying Wang**; Guanghua School of Management, Peking U.

Author: **Xiao Deng**; China U. of Political Science and Law

Recent studies suggest that leader humility can be positive and negative, but knowledge of when leader humility may exert influence is scarce. Utilizing attribution theory, we explore the contingency of when leader humility is likely to be perceived as effective by subordinates and hence has impact on team performance. Results from a survey study of 162 corporate executives and their direct 660 subordinates indicate that leader competence moderates the relationship between leader humility and subordinates perceived leadership effectiveness. Specifically, when a leader is low in competence, leader humility is negatively associated with subordinates' perceptions of leadership effectiveness. In contrast, when a leader is high in competence, the relationship between leader humility and subordinates perceived leadership effectiveness is positive. Our results also support our hypothesized conditional indirect effect such that leadership effectiveness mediates the interactive effect of leader humility and leader competence on team performance. Specifically, the higher competence a leader has, his/her humility would be perceived more effective and hence positively related to team performance; however, the lower competence a leader has, his/her humility is likely to be perceived less effective and hence negatively related to team performance. Our results advance theory and practice by identifying the boundary condition that determines the effectiveness of leader humility.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

RESEARCH

OB

Job Attitudes and Well-Being (session 1021)

Psychopathy Facets and their Effects on Job Satisfaction and Well-Being: Boldness as a Moderator

Author: Yan Yi Lance Du; Singapore U. of Social Sciences

Author: Klaus J Templer; Klaus J Templer & Associates

Extant research has shown that psychopathy is generally related to poor employee and individual well-being. However, few studies have examined the differential relationship between psychopathic dimensions and well-being outcomes. Drawing from the differential-configuration model of successful psychopathy and using a measure of the triarchic model of psychopathy, this study investigated how psychopathy facets (boldness, meanness, and disinhibition) are uniquely related to job satisfaction, life satisfaction, positive affect, and negative affect. Drawing from the moderated-expression model of successful psychopathy, boldness was proposed as a moderator of the meanness-wellbeing relationship. Hierarchical regression analyses indicated that boldness was positively related to job satisfaction, life satisfaction, positive affect, and negatively so to negative affect. Meanness was negatively related to job satisfaction and positive affect, whereas disinhibition was negatively associated with life satisfaction and negative affect. Moderation analyses revealed significant interactions of boldness with meanness on job satisfaction, life satisfaction, and positive affect. Findings highlight the differential contribution of psychopathy facets to job satisfaction and personal well-being and the role of boldness as a protective factor.

view paper (if available)

What's With the Attitude? Job Attitude-Interpretation Model of Manager Perceptions

Author: Olli-Pekka Kauppila; Aalto U.

Most studies in management and leadership emphasize that organizational members' job

Motives and Organizational Citizenship Behaviors (session 1028)

HEXACO Personality and Organizational Citizenship Behavior: A Domain- and Facet-Level Meta-Analysis

Author: Jan Luca Pletzer; Erasmus U. Rotterdam

Author: Janneke Oostrom; Vrije U. Amsterdam

Author: Reinout De Vries; Vrije U. Amsterdam

Several meta-analyses have shown that personality is an important predictor of Organizational Citizenship Behavior (OCB). However, these meta-analyses have almost exclusively focused on Big Five personality domains, whereas recent evidence suggests that personality might be captured more accurately by the six HEXACO domains. Here, we provide a comprehensive meta-analysis of all HEXACO domain- and facet-level relations with OCB ($k = 21$). Extraversion ($\rho = .347$) exhibits the strongest relation with OCB, followed by Conscientiousness ($\rho = .319$), Agreeableness ($\rho = .217$), Honesty-Humility ($\rho = .208$), and Openness to Experience ($\rho = .195$). Emotionality does not correlate with OCB ($\rho = -.002$). The six HEXACO domains explain 8.8% of the variance in OCB, whereas the amount of explained variance increases by 3.4% when using the 24 HEXACO facets ($R^2 = .122$). This discrepancy can be explained by masking effects among the facets of Honesty-Humility and Conscientiousness, and by a cancellation effect among the facets of Emotionality. Theoretical and practical implications as well as limitations and ideas for future research are discussed.

view paper (if available)

When Rewards Create Obsessions with the Bottom-Line, Nobody Wins (WITHDRAWN)

Author: Mary Elizabeth Mawritz; Drexel U.

Author: Rebecca Lee Greenbaum; Rutgers U., New Brunswick

Author: Blythe Leslie Rosikiewicz; West Chester U. of Pennsylvania

Author: Andrea Farro; Drexel U.

Author: Yingli Deng; Oklahoma State U.

Author: Mark Mitchell; -

Drawing on the central tenets of social interdependence theory and recent work on

attitudes are influenced by their perceptions of managerial support and expectations. In this study, we draw on cognitive dissonance theory and studies on the dispositional nature of job satisfaction to depart from the traditional perspective of seeing job satisfaction primarily as an attitudinal response to manager perceptions. Specifically, our proposed model suggests that job satisfaction functions as a relatively stable attitudinal lens through which employees interpret their managers' behaviors. Using a two-wave panel design, we tested our model with a sample collected from 638 individuals working across 34 organizations in Finland. Consistent with our predictions, the results showed that job satisfaction is an important determinant, rather than an outcome, of employees' manager perceptions. Implications of this study provide important insights into the study of leadership and the role of attitudes in organizational processes.

[view paper \(if available\)](#)

Role of Benevolent Goal Attributions as Currency in Employee-Organization Social Exchange Quality

Designated as a "Best Paper" for OB

Author: **Michael Thomas Ford**; U. of Alabama

Author: **Xiaochuan Song**; Misericordia U.

Author: **Yeong-hyun Hong**; U. of Alabama

The purpose of this paper is to develop and investigate how organization's provisions of resources, employees' perceived intentions behind the provisions, and the effects of work on employee well-being collectively influence social exchange qualities. Drawing on the folk concept theory of intentionality (Malle, 1999; 2011), we suggest that employees' perception of the organizations' intentions behind resource provisions influence the social exchange quality in the employee-organization relationship. In Study 1, we performed a critical incident analysis and extracted five distinct types of perceived goals (i.e., performance enhancement, employee relations, compliance, employee well-being, fair treatment) behind help treatment from the organization. In Study 2, we developed and validated scale items for these goal attributions. In Study 3, we performed a three-wave field design study and the results showed support for the relationships among the organization's

bottom-line mentalities, we examine bottom-line mentality as a mediator of the negative relationships between negatively interdependent rewards and task performance and organizational citizenship behavior. We suggest that negatively interdependent rewards are related to a tunnel vision focus on bottom-line attainment, which in turn, influences employees to neglect aspects of their in-role and extra-role job performance. We also draw on social interdependence theory to examine the moderating role of proactive personality, suggesting that in comparison to employees who are low on proactive personality, those high on the trait are less likely to allow the tunnel vision effect of negatively interdependent rewards and subsequent BLM to influence decreases in their performance-related behaviors. We tested our hypotheses across three studies: an experimental study, a diverse, multisource, time-lagged field study, and a multisource, field study from a single organization. Our results suggest that bottom-line mentality mediates the negative relationships between negatively interdependent rewards and task performance and organizational citizenship behavior and that proactive personality mitigates the effect on citizenship behavior but not task performance.

[view paper \(if available\)](#)

Will Motives Matter? The Impact of OCB from an Actor-Centric Perspective

Designated as a "Best Paper" for OB

Author: **Ming Lou**; School of Management, Harbin Institute of Technology

Author: **Yang Qiu**; Harbin Institute of Technology

Author: **Dan Wang**; Harbin Institute of Technology

Drawing on self-determination theory and conservation of resource theory, we examined whether organizational concern (OC) motives and impression management (IM) motives behind employees' organizational citizenship behaviors are differently associated with their citizenship fatigue and their subsequent thriving at work and whether task performance moderates these relationships. Results from a multi-wave and multisource study using a sample of 349 employees show that OC motives had a positive indirect effect on thriving at work through reducing employees' citizenship

provisions of resources, well-being goal attribution, and the change in social exchange qualities (i.e., perceived organizational support, affective organizational commitment).

[view paper \(if available\)](#)

Which Comes First, the Chicken or the Egg?: Organizational Commitment and Job Satisfaction

Author: **Peng Zhao**; Indiana U.

Author: **Xiaohong Xu**; Old Dominion U.

Author: **Richard Hayes**; PhD student at Old Dominion U.

Author: **Nhan Le**; Old Dominion U.

While consensus exists regarding the association between organizational commitment and job satisfaction, the temporal ordering of this association in proposed models frequently varies across empirical studies, depending on the theoretical focus of a study or the researcher's perspective. Indeed, there are four competing theoretical models of the causal relationship between organizational commitment and job satisfaction in the literature. We systematically test these competing theoretical models by adopting a meta-analytic method that accumulates evidence from existing panel studies ($k = 37$, $N = 7,311$). After accounting for sampling error and measurement error, the results of cross-lagged path analyses indicated that there were reciprocal relationships between organizational commitment and job satisfaction, with a stronger lagged effect of commitment than a lagged effect of satisfaction. However, time lag, organizational change, measurements of job satisfaction and organizational commitment, commitment dimensions, newcomer status, and publication status significantly moderated the causal relationship between job satisfaction and organizational commitment. These findings collectively suggest the complexity of the causal relationship between organizational commitment and job satisfaction. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Asynchronous

fatigue while IM motives will undermine thriving at work through inducing citizenship fatigue. We further found that task performance strengthened the positive relationship between IM motives and citizenship fatigue. The theoretical and practical implications of these findings are discussed.

[view paper \(if available\)](#)

The Effect of Justice Expectations on OCBs and its Regulation by Professional Identification

Author: **Francesco Sguera**; UCP - Católica Lisbon School of Business & Economics

Author: **David Leonard Patient**; Vlerick Business School

In highly uncertain contexts, such as organizations undergoing major change initiatives, employees become especially attentive to procedural fairness. Although research has focused mainly on perceptions of experienced procedural justice, employees also generate expectations about the procedural fairness they will receive in the future, termed anticipatory procedural justice. In this paper, we posit that these expectations can affect employee positive behaviors that are not specifically related to the change itself, namely organizational citizenship behaviors. Further, we hypothesize that employees highly identified with their profession will be less affected by justice expectations, while employees who are less identified will rely on these expectations when deciding to engage in organizational citizenship behaviors. We test our hypotheses using a multi-method approach entailing one experiment with a heterogeneous sample of US workers ($n=183$), one three-wave panel survey with a sample of US workers from different organizations undergoing wage cuts and layoffs ($N=101$), and one field survey in a public health government agency facing a large scale organizational change ($n=315$). In all three studies, anticipatory procedural justice fully mediated the relationship between experienced procedural justice and organizational citizenship behaviors. In Study 3, where the majority of respondents worked in vocational roles (e.g., healthcare specialists and psychology counsellors), professional identification moderated this mediated relationship. Specifically, the organizational citizenship behaviors of employees highly identified with their profession

OB

HR

ODC

Multilevel Perspectives on the Antecedents of Work Design (session 1033)

Despite the established relationships between good work design and outcomes, poor work designs continue to persist. Little research has yet investigated the causes of this phenomenon. In this symposium we investigate how multilevel distal antecedents of work design, such as organizational change, influence employee job crafting and managers' job design behaviours, and also directly affect work design. The five included papers highlight novel antecedents of work design at different levels which are currently under-researched but which could have important implications for research and practice. We hope to stimulate conversation on the topic which helps to take this field forward in a timely manner.

When do Job Crafting Interventions Work? Workload, Intervention Intensity, and Participation

Caroline Knight; Curtin U., Perth

Maria Tims; Vrije U. Amsterdam

Jason Gawke; Erasmus U. Rotterdam

I Get by with Help from My Friends: Perspective-Taking, Social Support, and Employee Engagement

Alex Scrimshire; Xavier U.

Cynthia S. Wang; Northwestern Kellogg School of Management

Bryan D. Edwards; Oklahoma State U.

Gillian Ku; London Business School

were not affected by anticipatory procedural justice. We conclude by discussing theoretical and practical implications of our findings.

view paper (if available)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

OB

New Conceptual Approaches to Make Sense of Work, Fit, and Leadership (session 1020)

When IT Professionals Choose Nonstandard Work: The Fit between Individuals and Work Arrangements

Author: Doreen Matthes; Kent State U.

Author: Mary Hogue; Kent State U.

Author: Deborah Erdos Knapp; Kent State U.

As organizations face the reality of rapidly evolving technology and the labor shortage of IT professionals, the externalization of their IT workforce is a viable way to handle IT costs and human capital needs. This workforce externalization increasingly is providing IT professionals with various alternatives to standard work arrangements, i.e., nonstandard work arrangements (NSWAs) such as independent contracting, remote work, and contract firm work. While the NSWA literature has shown that voluntarily choosing such arrangements relates to positive work-related outcomes, not much is known about the mechanism behind an individual's voluntary pursuit of a nonstandard rather than a standard work arrangement, or of one type of NSWA over another. In this study, we use person-environment (P-E) fit as a theoretical framework to provide an explanation for voluntary choice of various NSWAs. Specifically, we draw connections between a variety of individual difference characteristics and the work arrangement characteristics of some of the most prevalent NSWAs for IT professionals in the United States, highlighting the important role of personality variables and individual needs in work arrangement choices. Our conceptual framework provides a new understanding of volitional choice of NSWAs. It may

Do Managers Design Motivational Work? It Depends on their and the Organisation's Values

Anja Van Den Broeck; KU Leuven
Pallavi Sallah; KU Leuven
Karin Proost; KU Leuven
Filip Germeys; KU Leuven

The Impact of Organizational Work Redesign on Employee Perceptions of Work: A 5-Wave Panel Study

Maria Tims; Vrije U. Amsterdam
Christine Yin Man Fong; Vrije U. Amsterdam

Simpler, Nicer, Harder: How Robots are Changing Work Design

Hannah Ariane Berkers; Eindhoven U. of Technology
Sonja Rispens; Eindhoven U. of Technology
Pascale Le Blanc; Eindhoven U. of Technology

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

serve as a blueprint for future NSW research as well as for recruiting and selection tactics for organizations utilizing nonstandard workers.

view paper (if available)

Demanding Supervision: Concept, Measure, and Different Influence from Abusive Supervision

Author: Haizhen Wang; School of Business, Xi'an International Studies U.

Supervisors often behave in demanding ways toward their subordinates, who do not necessarily regard this demanding supervision as hostile. However, this phenomenon has not as yet been formally examined, and has been confounded with abusive supervision. Such confounding has led to conflicts of opinion in the literature on abusive supervision. To formally establish the concept of demanding supervision and address related conflicts of opinion, we examine the concept and develop a scale to measure demanding supervision using an interview, a pilot study, and two formal samples (N = 217 and 475). We then use two-wave data on 162 employees to verify the criterion validity and incremental validity of our demanding supervision scale, and find that demanding supervision is positively related to self-efficacy, while abusive supervision is negatively related to self-efficacy. Thus, in this study we propose and confirm that the effects of demanding supervision on employees' psychological states are independent of and different from those of abusive supervision.

view paper (if available)

Strategic Crisis Management Team Leadership: A Psychology-Based Training and Development Approach

Author: Synnove Nesse; Centre for Applied Research, Norwegian School of Economics NHH

Many high-reliability organizations deploy an ad hoc mobilized strategic crisis management team (S-CMT) to orchestrate the overall response to large-scale crises, whether triggered by a plane crash, an oil rig explosion, or a terrorist attack at a production plant.

However, much remains unknown about what constitutes effective leadership in these teams. Indeed, leadership tends to be criticized for being ineffective, particularly in the critical initial phase of crisis response. Hence, the purpose of this article is to present a framework for what constitutes effective crisis leadership and how it can be developed in S-CMTs. Psychologists are argued to play an important role in contributing to designing, implementing and evaluating crisis leadership training in S-CMTs, particularly based on their knowledge about performing under pressure. The article extends prior work by presenting a taxonomy of crisis leadership functions in S-CMTs as well as proposing how to implement psychology-based training and development interventions.

[view paper \(if available\)](#)

Catalysts that Cause Individuals' Change: A Taxonomy of Cycles

Author: **Brian W. McCormick**; Northern Illinois U.

The evidence revealing just how much individuals' affect, cognition, and motivation vary over time is astounding. Yet, so much about why this fluctuation occurs remains unclear. This theoretical manuscript elucidates the effects of cycles, a classifiable series of distinct yet related factors (i.e., circadian cycles, human life cycles, organizational life cycles, macro business cycles, work and recovery cycles, tenure cycles, orbital and rotational cycles of the earth, family life cycles, etc.) that unfold in stages while creating forces that lead to changes in individuals' affect, cognition, and motivation. Using sensemaking and conservation of resources theories, I explain why cycles are a causal agent of change for individuals. By developing a taxonomy and classifying the different kinds of cycles in it, I reveal the distinctive features of cycles while also linking cycle-types that have not previously been connected. By providing a structure that highlights the multitude of factors upon which a given cycle can be categorized, the manuscript can be used in future research to prompt nuanced expectations about when, how, and why individuals experience fluctuation and change. Through the new connections established between disparate cycle-types, I hope the manuscript facilitates the transfer

OB

Personal, Professional, and Relational Identities (session 1023)

Depression and Engagement in a Brexit Context: The Role of Job Type and UK Citizenship Status

Author: **Elena Martinescu**; Vrije U. Amsterdam

Author: **Martin Edwards**; UQ Business School, U. of Queensland

Author: **Ana Leite**; Durham U.

Author: **Georgina Randsley De Moura**; U. of Kent

Author: **Andre Goncalves-Marques**; U. of Kent

Author: **Dominic Abrams**; U. of Kent

This study explores the interplay between UK citizenship status, the nature of jobs for employees in the UK, and the potential role that these factors play in influencing job related depressed well-being states and work engagement in the context of a looming Brexit (where the UK proposed to leave the EU). In two waves of data collection, across six months, we survey EU and UK citizens working in the UK and test a moderated mediation model. Drawing on Conservation of Resources theory as an explanatory framework, we demonstrate that, compared to employees with UK citizenship status, EU migrants based in the UK without citizenship show higher levels of depression and that this is followed by lower levels of work engagement. Crucially, we also show an indirect relationship between being in a more vulnerable (low skilled) job and lowered work engagement mediated through states of depression, which is moderated by UK citizenship status (i.e. only significant for EU citizens who do not have citizenship). Finally, we also show that EU migrants without UK citizenship exhibit greater reductions in work engagement following an increase in depression over time compared to employees who do have the security of UK citizenship status.

of knowledge across domains.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

MOC

Positive Norm Violating Behaviors: The Boundary Conditions and Process Mechanisms (session 1034)

In organizations, sometimes employees intend to serve "greater good" for the stakeholders of the organization or for the organization itself by violating its 'norms. This phenomenon is termed as positive norm violation. To explain and investigate such a complex phenomenon, another stream of research on workplace deviance focused on the positive norm violating behaviors. This symposium addresses the theoretical mechanisms and boundary conditions of such norm violating behaviors. Moreover, there have been new behaviors that were added under the umbrella of positive norm violations- for example, creative deviance and bootlegging. Research on such constructs is in a nascent stage, and this symposium brings the attention of the contemporary researchers to these nascent constructs.

Why the Whistle Often Remains Silent

Abhijeet K. Vadera; Singapore Management U.

Ann Tenbrunsel; U. of Notre Dame

Kristina Diekmann; U. of Utah

Switching Between Formal and Informal Channels in Creative Project Evolution

Charalampos Mainemelis; ALBA Graduate Business School

Evy Sakellariou; Kingston Business School

But it's "MY IDEA": Antecedents & Consequences of Creative Deviance

Jigyasu Shukla; U. of Central Florida

[view paper \(if available\)](#)

Patterns of Diversity: An Examination of Trait Diversity, Team Behavior, Conflict and Performance (WITHDRAWN)

Author: **Emma Soane**; London School of Economics

Author: **Lisa Aufegger**; Imperial College London

Author: **Colin Bicknell**; Imperial College London

Team diversity creates a tension between knowledge exchange that benefits performance and identity threat which generates conflict. Modeling such processes is important for teams that need to overcome conflict and make high quality decisions. We draw on personality theory, the informational diversity-cognitive resource perspective and models of social identity to examine the relationships between team-level trait diversity, team behaviors, conflict and performance. Participants were 103 healthcare practitioners and 173 research laboratory participants who engaged in 68 team simulations of a 30- minute decision-making scenario set in a healthcare context. Participants completed surveys on personality before the simulation, and on conflict afterwards. Team interactions were transcribed and coded to assess behaviors, and experts rated team performance. Data showed there were no direct positive associations between trait variation and performance. However, variation in extraversion and agreeableness reduced interpersonal conflict while variation in neuroticism, openness and conscientiousness increased conflict. The relationship between agreeableness and performance was moderated by opinion seeking and mediated by interpersonal conflict. The indirect relationship between variation in conscientiousness and performance was moderated by disagreements and antagonism. We suggest that team diversity is a patterned phenomenon whereby difference is tempered by similarity, and which has several forms of relationship with performance.

[view paper \(if available\)](#)

Unpacking Particularized Relational Identity Development Among Boundary Spanners

Ronit Kark; Bar Ilan U.

Proactive Personality & Constructive Deviance: Examining the Black Box of Motivation

Bella Galperin; U. of Tampa

Abira Reizer; Department of Social Sciences and Psychology, Ariel U.

Louise Tourigny; Retired

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Author: **Christina Hymer**; Darla Moore School of Business, U. of South Carolina

Author: **Elizabeth C Ravlin**; U. of South Carolina

Despite the importance of relationships for achieving organizational objectives, we know little about how boundary spanners establish particularized relational identities with targets. Particularized relational identity refers to an individual's specific representation of themselves vis-a-vis another person. In this study, we examine how boundary spanners develop particularized relational identities with targets and the efficacy of these efforts. Collecting data exclusively from business-to-business (B2B) sellers, we expect that sellers who engage in two types of particularized relational identity claims (relationship claims, knowledge claims) will anticipate a greater likelihood of a sale occurring. We further hypothesize that perceived buyer/seller similarity and buyer influence will affect these relationships. While these two types of claims are not mutually exclusive, we hypothesize that sellers who concurrently use relationship and knowledge claims anticipate a lower likelihood of a sale. We find support for the majority of our hypothesized model. We conclude with theoretical and practical implications and promising avenues for future research.

[view paper \(if available\)](#)

Interorganizational Leadership: Sculpting Identities Within Collaborations

Author: **Alok Kumar**; XLRI-Xavier School of Management

I offer a theory of interorganizational leadership that explains how interorganizational leaders can be effective. They can be effective to the extent they are able to sculpt collaborative identities that satisfy identification motives of members. Dual and relational identities are particularly suited for this purpose. Leaders need to engage in sensegiving to address five key identification motives: belongingness, self-enhancement, self-consistency, uncertainty reduction, and efficacy. In interorganizational collaborations, members identify with leaders through a possession-based rather than a prototype-based social identity mechanism.

view paper (if available)

Asynchronous

INTERNATIONAL

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

OB

Pride and Positive Affect (session 1025)

More Equal than Other Equals: When is Positive Affect Counterproductive?

Author: **Darren Bharanitharan Karunanithi**; U. of Northern British Columbia

Author: **Somayehsadat Bahmannia**; Edith Cowan U.

Author: **Kevin B. Lowe**; U. Of Sydney

To date, the vast majority of studies on leader humility has focused on the positive influence of leader humility on followers' extra-role behavior, generally portraying humility as unequivocally beneficial. We depart from this tendency to focus on the potential detriments of leader humility on follower extra-role behavior (e.g., organizational citizenship behavior). Our study challenges the consensus by arguing that leader humility can increase followers' intention of not engaging in organizational citizenship behavior. Drawing on affective events theory, we develop a model in which leader humility fills followers with pride, which leads to entitlement, in turn triggering a disinclination to engage in organizational citizenship behavior. We tested our model in a field study and experimental study using a sample from Taiwan. Results provide general support for our hypotheses.

view paper (if available)

Positive Affective Climate Inhibits Employee Prohibitive Voice: A Hedonic Contingency Perspective

Author: **SinHui Chong**; Nanyang Technological U.

Author: **Yi Huang**; Nanyang Technological U.

Author: **Riguang Gao**; Jiangxi U. of Finance and Economics

OB

Proactive Behavior (session 1026)

The Effects of Uncompensated-Telework Fairness on Work Withdrawal and Personal Initiative via Energy_(WITHDRAWN)

Author: **Sunjin Pak**; Slippery Rock U. of Pennsylvania

Author: **Amit Kramer**; U. of Illinois at Urbana-Champaign

Research has given conflicting results regarding the relationship between the use of information and communication technologies (ICTs) for work-related tasks during non-work time and the outcomes for employees and organizations. In this study, I use self-determination theory to examine the effects of uncompensated-telework fairness on potential positive and negative work behaviors – work withdrawal and personal initiative; and whether human energy mediates these linkages. I argue that when employees perceive uncompensated-telework is unfair, they will subsequently report losing energy when using ICTs to work outside of the work domain. Furthermore, these perceptions of energy loss can initiate undesirable coping strategies in which employees with low level of energy begin to withdraw from work in the work domain. In addition, I demonstrate that perception of energy gain lead to personal initiative in the work domain. Data collected in three phases over six weeks from more than 700 US employees provide support for these hypotheses.

view paper (if available)

A Dual Pathway Model of Daily Proactive Work Behavior on Hedonic and Eudaimonic Well-Being

Author: **Doris Fay**; U. of Potsdam

Author: **Christopher Schwake**; U. of Potsdam

Author: **Karoline Strauss**; ESSEC Business School

Past research demonstrated a positive relationship between the individual-level expression of positive affect and voice behaviors between employees. Our research proposes a fresh perspective suggesting that positive affect, when construed as an organizational level climate, may be detrimental for employee voice, specifically prohibitive voice. Based on the hedonic contingency theory and organizational error theory, we contend that employees in a high (vs. low) positive affective climate experience greater motivation and pressure to maintain the existing positive vibes. This gives rise to an error aversion climate that favors the censorship and cover-up of questionable practices or behaviors, thus suppressing prohibitive voice. In sum, we expect positive affective climate to negatively predict prohibitive voice, but not promotive voice, via error aversion climate. We also argue that the negative relationship between error aversion and prohibitive voice will be more pronounced for employees who have leaders with high (vs. low) humility. Humble leaders influence employees to look out for deficiencies in the work environment, which should heighten their sensitivity to factors that shape prohibitive voice. We collected two-wave, multi-source data from a sample of 399 full-time employees and their supervisors. The results supported the hypotheses. When considered in conjunction with past findings, our findings uncovered oft-overlooked multilevel complexities inherent in the affective processes underlying why and when employees might express different forms of voice, and the importance of leader humility as an enabler of prohibitive voice. We discuss the implications, limitations, and future directions of the results.

[view paper \(if available\)](#)

Perceived Overqualification and Interpersonal Outcomes via Pride: An Evolutionary Psychology View

Author: **Xue Zhang**; School of Management, Harbin Institute of Technology

Author: **Chao Ma**; Australian National U.

Author: **Zhongqiu Li**; Harbin Institute of Technology

The current study examines both the positive and

Author: **Tina Urbach**; U. of Potsdam

Recent research on proactive work behavior suggest that it entails negative consequences for actor's hedonic well-being. This raises the question why people persevere acting proactively. We propose that in addition to its negative consequences for hedonic well-being proactivity exerts a positive effect on eudaimonic well-being, which may counterbalance the negative effects. Drawing on resources theory and models of eudaimonic well-being the present paper develops and tests a dual pathway model which explores the effect of daily proactivity on daily well-being. The model holds that on one hand proactivity has negative effects on hedonic well-being by increasing daily workload, finally negatively affecting general well-being experienced in the evening. On the other hand, proactivity has a positive effect on eudaimonic well-being because it allows authentic expression. This path results in a positive effect on evening general well-being. We conducted a daily diary study with four daily measurement points (early morning, morning, afternoon, evening) on five consecutive working days. Our sample consisted of $n = 121$ ($k = 604$) employees in finances and administration. Data was analyzed with a multilevel structural equation modelling approach. Findings support the dual pathway model. Proactivity exerts a negative effect on evening general well-being through the hedonic pathway and a positive effect through the eudaimonic pathway. The overall effect of proactive work behavior on evening general well-being is positive. Thus, findings suggest that in order to gain a full understanding of the well-being implications of proactivity, eudaimonic processes need to be taken into account in addition to hedonic processes.

[view paper \(if available\)](#)

Interplay Between Employee and Leader Proactive Goal Regulation: Cascading and Moderating Effects

Author: **An-Chih Wang**; China Europe International Business School

Author: **Tae-Yeol Kim**; China Europe International Business School

Author: **Yuan Jiang**; Harbin Institute of Technology

Author: **Guiyao Tang**; Shandong U.

Based on a sample of 74 leaders and 371 employees

negative interpersonal consequences of perceived overqualification. Building on theories of evolutionary psychology and prior research, we clarify the underlying mechanism of pride through which perceived overqualification predicts different interpersonal behaviors. Specifically, we propose that perceived overqualification is positively related to authentic pride which further predicts higher interpersonal citizenship behaviors; meanwhile, perceived overqualification is also positively related to hubristic pride, leading to increased interpersonal deviance behaviors. Further, we suggest that willingness to establish positive relationships plays a crucial role in moderating the pride – interpersonal behavior relationships. We tested our predictions across two studies using time-lagged and multi-sourced data. Study 1 with a sample of 206 university students provides support to the basic mediation model specifying the effects of perceived overqualification on interpersonal citizenship and deviance behaviors through authentic and hubristic pride, respectively. In Study 2, analyses of survey responses from 213 employees replicate the results of Study 1 and further reveal that the indirect effect of perceived overqualification on interpersonal deviance behavior via hubristic pride was moderated by employees' willingness to establish positive relationships. The theoretical and practical implications of our findings, as well as future research directions, are discussed.

[view paper \(if available\)](#)

Shared Positive Emotions at Work – Focal Actor Perspective to Responding to Others' Positive Emotion

Author: **Miia Paakkanen**; U. of Helsinki

Author: **Frank Martela**; Aalto U.

Author: **Anne Pessi**; U. of Helsinki

The importance of sharing positive emotions in interpersonal relationships has been well established. Still, the focal actor perspective to responding to others' positive emotions has largely been overlooked, even though the focal actor plays a key role in the process. To shed light on this important phenomenon, we propose that the focal actor's response unfolds through a process of four steps – noticing, feeling care, taking action, and

of research and development teams, we find that employees' role breadth self-efficacy, psychological ownership, and activated positive affect positively related to job performance through employee proactive goal regulation. Moreover, leader proactive goal regulation played two roles: (a) it had a direct effect on employee proactive goal regulation, which positively related to job performance, and (b) it supplemented employee proactive goal regulation such that employees delivered high job performance when leaders were high in proactive goal regulation, regardless of employees' levels of proactive goal regulation. Our study highlights the importance of not only employee but also leader proactive goal regulation in connecting employees' proactive motivational states with job performance.

[view paper \(if available\)](#)

Empowering Leadership and Bootlegging: The Counterbalancing Effect of Directive Leadership

Author: **Ming Yi**; Tongji U.

Author: **Shenghui Wang**; Tongji U.

Drawing on conservation of resources (COR) theory, we propose an integrative model that examines the benefits and costs of empowering leadership for employee bootlegging. Further, we argue that empowering and directive leadership may exist simultaneously and work together to regulate employee bootlegging. Survey data collected across multiple time points in high-technology companies support our model. The results revealed that employee creative self-efficacy and emotional exhaustion mediated the relationship between empowering leadership and employee bootlegging. Moreover, directive leadership weakened the relationship between empowering leadership and two mediators, which, in turn, affected bootlegging. Implications for future research and practice on employee bootlegging are also discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

sensemaking – and numerous intrapersonal and interpersonal mechanisms impacting each step. The new understanding of the focal actor response may help foster desired symmetrical emotion regulation outcome, and increase employees' motivation to share their positive emotions to a colleague, and help employees to experience the bolstering effect of the benefits of sharing their positive emotions. In the light of the new understanding, existing concepts of shared positive emotions, including positivity resonance, high quality connections, and relational energy, are addressed. Implications for responding to and sharing of positive emotions in interpersonal relationships, as well as the practice of effective responding in the workplace, are discussed.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

HR

CAR

The Future of Employee Development: Fostering Developmental Relationships and Addressing Barriers (session 1031)

Employees are key organizational stakeholders; the success of any organization depends in large part on employees' continued development (Ferris et al., 1999). In today's work environment, marked by rapid and profound change, employee development is becoming increasingly critical. Despite a recognition of the importance of employee development, research on what contributes to employee development is still nascent (Nielsen et al., 2017). This leaves organizations with little direction on how to foster employee development and maintain a competitive edge. In this symposium, we include four empirical papers that explore [1] developmental relationships at work and [2] potential barriers to employee development. Following the presentations, an eminent scholar on employee development and developmental relationships, Jennifer Chatman, will serve as a discussant. She will provide both theoretical and

OB

CM

Using Duality to See More Broadly: Why Ambivalence and Paradox Can Benefit Organizations (session 1030)

Why Ventures Pitched by Ambivalent (Not Positive) Entrepreneurs Receive More Support

Melanie Milovac; INSEAD

Jeffrey Sanchez-Burks; U. of Michigan

Benefits of Being Mixed: Ambivalent Actors are Perceived as Competent in Deliberation Contexts

Iris Schneider; U. of Cologne

Angela Ka-yee Leung; Singapore Management U.

Excited or Comfortable? Unlocking the Emotional Foundation of a Paradox Mindset

Erica Wen Chen; Renmin U. of China

Josh Keller; U. of New South Wales

George Christopoulos; Nanyang Business School

practical suggestions through an interactive discussion.

Semantic Confusion about “Talent” and its Consequences

Daniel Southwick; Doctoral Student at the U. of Pennsylvania

Abigail Quirk; U. of Pennsylvania

Lyle Ungar; U. of Pennsylvania

Chia-Jung Tsay; U. College London

Angela Duckworth; U. of Pennsylvania

Closeness in Mentoring Relationships: Improving Protégé Performance Through Self-Expansion

Grace Cormier; Harvard Business School

Paul Isaac Green; U. of Texas at Austin

Francesca Gino; Harvard U.

Stuck in a “Follower” Role: The Self-Reinforcing Nature of Reluctance to Lead

Danielle Tussing; SUNY-Buffalo

Fostering Perceptions of Authenticity via Sensitive Self-Disclosure

Li Jang; George Washington U.

Francesca Gino; Harvard U.

Reihane Boghrati; The Wharton School, U. of Pennsylvania

Leslie John; Harvard Business School

Asynchronous

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Relationship Conflict and Observers' Work Engagement: A Paradox Perspective

Yan Shao; U. of Groningen

Ella Miron-Spektor; INSEAD

Susanne Täuber; U. of Groningen

Bernard A. Nijstad; U. of Groningen

Cumulative Evidence about Attitudinal and Emotional Ambivalence at Work

Naomi Beth Rothman; Lehigh U.

David A. Harrison; U. of Texas at Austin

Caroline A. Bartel; U. of Texas at Austin

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OCIS

Advancing the Understanding of Agility and Agile Methods in Organizations (session 1035)

The purpose of this symposium is to advance our understanding regarding the underlying mechanisms that promote agility and the impact of agile methods on performance and other psychological factors. Specifically, the papers included in the symposium report empirical evidence on previously unexplored antecedents and outcomes of agility across a range of organizational

OCIS

Technology-Supported Decision-Making for Successful Outcomes (session 1036)

Design Science Research in Practice: What Can We Learn from an Analysis of Published Artifacts?

Author: **José Osvaldo De Sordi**; Centro U. Campo Limpo Paulista (UniFACCAMP)

Author: **Marcia Azevedo**; U. Federal do Estado de São Paulo (UNIFESP)

Author: **Manuel Meireles**; Faculdade Campo Limpo

contexts. The presentations span a range of topics including innovation, leadership, team processes and states, and performance in agile settings. Specifically, they describe how novel ideas emerge during agile meetings (Presentation 1), how the agile method Scrum impacts team processes and emergent states (Presentation 2), how team work crafting supports agility and adaptiveness to dynamic environments (Presentation 3), how agile information systems development practices increase managerial role ambiguity (Presentation 4), and through which mechanism temporal leadership benefits agile team functioning (Presentation 5). This symposium contributes to the growing stream of research insights into the agile movement and expands the perspective beyond the previous focus on software development by adding empirical evidence from an organizational behavior perspective.

Fostering Collaborative Emergence Through Agile Meeting Interactions

Friederike Redlbacher; U. of Hamburg
Nale Lehmann-Willenbrock; U. of Hamburg

The Impact of Scrum on Team Processes and Emergent States: A Qualitative Study

Eleni Georganta; TUM School of Management, Technical U. of Munich
Kristin Knipfer; Technical U. of Munich

Team Work Crafting in High-Tech Manufacturing Teams: Effectiveness Through Team Flexibility

Josette Gevers; Technical U. Eindhoven
Joen Giebels; Graduate Student
Ruobing Zhang; Eindhoven U. of Technology

The Ambiguous Role of Managers in Agile Information Systems Development Projects

Veronika Huck-Fries; Technical U. of Munich
Barbara Prommegger; TUM School of Management, Technische U. München
Manuel Wiesche; TU Dortmund U.
Helmut Krcmar; TUM School of Management, Technische U. München

Paulista

Author: **Luis Pinochet**; U. Federal de São Paulo (UNIFESP)

Author: **Carlos Jorge**; Univeridade de Marília - UNIMAR

Recent criticisms of the application of the Design Science Research (DSR) approach have pointed out the need to make it more approachable and less confusing to overcome deficiencies such as the unrealistic evaluation of artifacts. To comprehend and discuss some inappropriate practices of this approach, which arouse feelings of confusion, and to help provide a better structure and understanding of it, we identified and analyzed 92 articles that present artifacts developed from DSR projects. We identified another 60 articles with associated actions that preceded or followed these 92 projects. The content analysis of these 152 articles enabled the preparation of network diagrams and an analysis of the longitudinal evolution of these projects in terms of the activities and types of artifacts involved. Evidence was found of a precedence hierarchy among different types of artifacts, as well as nine new opportunities for entry points for the continuity of DSR studies. Regarding the evaluation process, four aspects (codes for analysis) were identified, which helped to demonstrate that 86% of DSR artifact evaluations are artificial and unrealistic.

view paper (if available)

Don't be Evil: A Field Experiment on the Effect of Data-based Services as Privacy Traps in the IoT

Author: **Ekaterina Korneeva**; RWTH Aachen U.

Author: **Patrick Cichy**; RWTH Aachen U.

Author: **Torsten-Oliver Salge**; Institute for Technology and Innovation Management at RWTH Aachen

The data economy permanently confronts individuals with data sharing, be it when downloading a smartphone application, using a smart product, or performing an online search – all common situations, in which individuals are asked to reveal personal data in return for certain benefits. To make an informed decision, individuals are required to engage in an effortful process, carefully

Temporal Leadership in Agile Teams.

Wendelien Van Eerde; Amsterdam Business School,
U. of Amsterdam

Claudia Buengeler; Kiel U.

Asynchronous

PRACTICE

INTERNATIONAL

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

weighing the resulting privacy risks and benefits. We provide initial evidence from an experimental field study, showing that an individual's decision-making process can easily be disturbed. We demonstrate that providing a service when requesting data, nudges individuals into disclosing even sensitive data, although the data is not related to the service itself. Only individuals with high privacy knowledge do not fall for this 'privacy trap.' These findings have important implications for the validity and legitimacy of central assumptions of the data economy.

[view paper \(if available\)](#)

Enabling Managerial Decision Making: The Use of Multiple Views in Dashboards

Author: **Torsten Ringberg**; Copenhagen Business School

Author: **Ravi K. Vatrapu**; Copenhagen Business School

Author: **Kostos Pantazos**; Deceased

A very useful way to enable decision making among overloaded managers is to represent data visually in graphs, trends, bar charts, maps etc. Graphical representations are superior to textual information when it comes to trends, correlation and other quantifiable information but only if the encoding of such information is both appropriate to the data, and uses an optimal dashboard design. Several review studies find that the management literature has failed to keep pace with the developments of dashboards, and that no agreement exists on how exactly a dashboard should contain (e.g., number of views) and what it should do. Thus, to apply visual representations efficiently and effectively still represent key challenges for creating value and enabling dashboard use in B2B settings. In this paper we experimentally test the efficiency, effectiveness, subjective preference among participants, and physiological gaze fixation count/time across two dashboard settings, one with three-view inserted and one with nine-view inserted. We use questions as well as eye-tracking measures. We find effects pointing to superiority of the nine-view dashboards for some tasks while the three-view dashboard performs better on other tasks. We discuss the implication of these findings in managerial decision making.

[view paper \(if available\)](#)

Dynamic Competition Identification Through Consumers' Clickstream Data

Author: **Meihua Zuo**; Huizhou U.

Author: **Carol Xiaojuan Ou**; Tilburg U.

Author: **Hongwei Liu**; Guangdong U. of Technology

Author: **Zhouyang Liang**; Guangdong U. of Technology

Author: **Spyros Angelopoulos**; Tilburg U.

Brands that use online marketplaces face challenges on identifying the market structure and analyzing their competitiveness. We address that lacuna by modeling online consumers' behavior using clickstream data and considering the interdependence of brands using network analysis. We draw on a dataset of 6,549,484 records over a period of 10 weeks from one of the biggest online marketplaces in China and employ spatial autoregressive models and network structural properties of brands to predict sales. Our findings indicate that intra-brand competition is more intense than inter-brand one and is the main reason for the fluctuations of sales. Concurrently, we demonstrate the redistribution of market shares of related products after the firm adjusts the length of the production line, so as to provide a reference for how to adjust the length intra-brand. By exploring the relationship between the structural position in the network and brand sales, we show that the span of structural holes of a brand negatively influences sales, while betweenness and degree centrality has a positive impact on sales. Our study contributes to the better understanding of brand competition on online marketplaces and presents both theoretical and practical implications. We discuss the significance of our findings for brand competition on online marketplaces and platforms, while we draw an agenda for future research on the topic.

[view paper \(if available\)](#)

The Impact of Network Resources on Competitive Behavior of Firms

Author: **T Ravichandran**; Rensselaer Polytechnic

Institute

Author: **Ileana Simona Giura**; SUNY Oneonta

Author: **Liang Zhao**; Lally School of Management,
Rensselaer Polytechnic Institute

Firms extend access to resources and information by collaborating with other firms. This paper explores how resource endowments accessible to a firm through its social network affect a firm's competitive behavior. We suggest that a firm's partners' knowledge portfolio - stock and diversity- has a positive impact on a firm's competitive actions repertoire in terms of volume, complexity, and heterogeneity. Further, we argue that firms have different access knowledge depending on the network position, mainly its centrality and access to structural holes, that allow them to initiate actions. We find that partners' knowledge stock has a positive effect on action volume and heterogeneity, while partners' knowledge diversity has a positive effect on action complexity. Further, we found that centrality will enable firms to leverage partners' diversified knowledge to initiate more actions as well as heterogeneous actions. However, centrality has a substitutive effect where higher knowledge stock of partners dampens the volume and heterogeneity of actions taken by a firm. We interpret and discuss the implications of the findings for research and practice.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OCIS

The Sharing Economy and New Organizational Forms (session 1037)

How to Design a Business Model for Pivoting: A Conceptual Model of Digital Resource Infrastructuring

Designated as a "Best Paper" for OCIS

Author: **Dandan YE**; U. of Nottingham, China

Author: **Martin J Liu**; U. of Nottingham, China

Author: **Jimmy Huang**; U. of Warwick

Author: **Jun Luo**; U. of Nottingham, China

ODC

Leadership, Mindset, and Change (session 1038)

Leading Change: Process or Mindset?

Author: **Bradley J. Hastings**; UNSW Sydney

Author: **Gavin M. Schwarz**; UNSW Sydney

Mindsets have entered the discussion on organizational change and its leadership, illustrated as different orientations by which change leaders see and engage with change efforts. Common conceptualizations illustrate two mindsets, aligned

Contributed by the prevalence of digital technology, numerous cases of new ventures rapidly become disrupters of established industries. Extant literature has pointed out the importance of pivoting and effective business model design to explain the success for new ventures. Nevertheless, how to design a business model that allows new ventures to effectively pivot their strategic directions remains under-explored. Based on an in-depth case study of a digital venture, which disrupted the flower industry in China, we explore how the development of digital resources, a process termed by us as “digital resource infrastructuring” that enables the case organization to effectively design a business model that allows continuous pivoting. In particular, we critically trace three mechanisms of digital resource infrastructuring driving pivoting, namely “orchestrating”, “partnering” and “partnering”, and develop a conceptual model to conceptualize the process through which digital firms evolve from a new venture to an industrial disrupter and continuously pivot through the development of digital resource infrastructuring. This model offers significant implications to the emerging literature on digital entrepreneurship, pivoting and business model design for new ventures.

[view paper \(if available\)](#)

The Sharing Economy Landscape: Structuring Research from Airbnb to Zipcar

Designated as a “Best Paper” for OCIS
Author: **Valentin Clemens**; WWU Münster
Author: **Ralf Wilden**; Macquarie Business School
Author: **Stephan Nüesch**; Westfälische Wilhelms-U. Münster

The technology-enabled phenomenon of the sharing economy is an alternative to legal ownership, which led to new business models, new ways of creating value, as well as market and non-market strategies. Consequently, the sharing economy has aroused significant interest from both practitioners and researchers from various fields due to its importance to the global economy. However, much of this fairly new research field is phenomenon-driven, creating the need to take stock of the existing fragmented research. To broaden our sight, we systematically review and quantitatively analyze

with different change processes. The planned mindset for when change is a planned, managed and controlled process, and the emergent mindset when futures are unknown, outcomes are adaptive, and leaders foster environments where new possibilities evolve. A limitation of this bifurcation is that modern, complex, change contexts require concurrent application of both perspectives; for example, planned processes for strategic decision-making and emergent processes for discovering new solutions. This convergence suggests the possibility of an underlying, single, mindset guiding a change leader when choosing between these two perspectives. Separately, well-established knowledge presented by organizational psychologists presents the fixed and growth mindsets. Testing the influence of these two mindsets on change outcomes, we observe 63 cases of organizational change, finding that leaders who singly exhibit a growth mindset lead exponentially more successful change outcomes. Further, these same leaders were far more likely to concurrently apply planned and emergent change processes. As such, we propose the growth mindset as a better conceptualization of the desired mindset for change leaders. Further, we propose a new leadership development approach for change leaders – mindset priming.

[view paper \(if available\)](#)

Conceptualizing an Agile Team Mindset: Paradoxes and Mindsets in Times of Transition

Author: **Anastasia Grass**; LMU Munich

Teams in large corporations undergoing a transformation towards agile methods and application of the same are often confronted with a set of paradoxical challenges. In order to deal with these paradoxical challenges and make sense of them, a suitable team mindset is needed. To conceptualize such a mindset and study its interactions with the experienced paradoxes, we have accompanied a European large telecommunications corporation undergoing a second agile transformation after having already undertaken a smaller agile transformation in the past. At three points in time over the course of almost a year, we have interviewed 27 team

a large sample of 590 full-text articles. We find broad interest in the sharing economy from various angles in academia, with a focus on the two dominant domains of accommodation and mobility sharing. We uncover the poles of altruism and commerce as two reasons for sharing. Finally, we show that the majority of research on the sharing economy is phenomenological and lacks a thorough theoretical foundation. We contribute to the literature by: 1) textually analyzing which topic areas previous research has focused on; 2) describe interlinkages among the topic areas; and 3) providing directions on how future research can draw on previously used theories to lift sharing economy research towards a theory-driven debate.

[view paper \(if available\)](#)

To Share or Not to Share? Assessing the Impact of Self-Regulation on a Peer-to-Peer Market

Author: **Shagun Tripathi**; PhD Student at IESE Business School

Author: **Harris Kyriakou**; IESE Business School

Recent calls for regulation of peer-to-peer markets has led platform owners to self-regulate, often by replicating local regulations through digital infrastructures. We employ several econometric techniques to analyze and quantify the impact of self-regulation on matching outcomes and participants' exit in a peer-to-peer home-sharing market. First, we use a difference-in-differences approach, exploiting Airbnb's self-regulatory 90-day booking limit on entire apartments in London, and find that self-regulation led to a significant decrease in monthly matches, and significant increase in the probability of market exit for affected listings. Further, we find not all listings experience same effects; listings owned by hosts who own reputation badges experience greater drop in monthly matches. Through additional survival analysis, we find that survival rates of listings owned by hosts who own reputation badges are higher than other listings. Finally, we confirm our results on a sample constructed using Coarsened Exact Matching. Our study makes a distinct contribution relative to prior studies on peer-to-peer markets by providing empirical insights on how peer-to-peer markets relate to self-regulation. It underscores the fact that

members, Product Owners, Scrum Masters, and associated leaders, resulting in 81 qualitative semi-structured in-depth interviews. Drawing on this data, we have conceptualized the agile team mindset and developed a framework which explains its interactions with paradoxes. Thereby, we show how experienced paradoxes can foster the agile team mindset via integrating and separating sets of mechanisms and vice versa how the agile team mindset can help dealing with the experienced paradoxes. We contribute to research on mindsets, paradoxes, and integrate agile teams as specific team type into team effectiveness research.

[view paper \(if available\)](#)

Challenges for Leadership in the Digital Era: How to Enhance Employees' Digital Readiness

Author: **Mona Hoeyng**; U. of Duisburg-Essen

Author: **Angelika Lau**; U. of Duisburg-Essen

The purpose of this paper is to obtain deeper insights into employees' intentional digital readiness to enable organizations' digital transformation. In this context, the Employee Digitalization Acceptance Model (EDAM) was developed to investigate empowering leadership (EL), trust in management, and employees' proactive personality and their growth mindset. Based on data of 1,145 employees of an internationally operating energy supplier, structural equation modeling revealed that relations between EL and employees' intentional digital readiness are totally mediated by perceived usefulness (PU) and perceived ease of use (PEOU). While EL in terms of autonomy support is positively related to intentional digital readiness, EL in terms of development support is negatively related. Furthermore, employees' trust in management, their proactive personality, and growth mindset promote higher intentional digital readiness. Consequently, employees' intentional digital readiness is not solely dependent on employees' personality, since it can also be enhanced by EL and trust in management.

[view paper \(if available\)](#)

instead of being viewed as entities to be regulated, sharing platforms must be understood as a key part of the regulatory framework. We discuss implications for policy makers and market designers.

[view paper \(if available\)](#)

Community-Based Collaborative Consumption: Exploring an Organization-Sponsored Sharing Platform

Author: **Ulrike Schultze**; Southern Methodist U.
Author: **Anita D. Bhappu**; U. of California, Merced

The dearth of sharing platforms that are embedded in an established community is puzzling given that shared interests facilitate the sharing of goods and services and this collaborative consumption, in turn, increases communal sociality. Additionally, the chicken-and-egg challenge of recruiting sellers and buyers to a sharing platform is alleviated when this two-sided market is implemented in an established community. By studying the Zimride by Enterprise® platform that supports private ridesharing communities within universities and corporations, we unpack the challenges of managing an organization-sponsored sharing platform and empirically answer the following research question: Despite the benefits that community bestows on sharing, why are sharing platforms embedded in organizations so elusive? In answer to this question, we abductively develop three plausible explanations from our empirical case study: competing organizing mechanisms, non-generative dialectic management and insufficient community building. These explanations are grounded in our empirical insights about tensions nested within the complex service delivery model of organization-sponsored sharing platforms, which result from the competing organizing mechanisms of this hybrid organizational form. Our conceptual infrastructure and qualitative findings can guide future research on community-based sharing platforms and help managers to innovate new service delivery models for promoting sustainable consumption and corporate social responsibility.

[view paper \(if available\)](#)

The Development of Implicit Followership Theories in Organizational Change Processes

Author: **Annemiek Van Der Schaft**; Radboud U. Nijmegen

Author: **Omar Solinger**; Vrije U. Amsterdam

Author: **Riku Ruotsalainen**; Vrije U. Amsterdam

Author: **W Van Olffen**; TIAS/ Tilburg U.

Author: **Xander Lub**; Nyenrode Business U.

Author: **Beatrice Van Der Heijden**; Radboud U. Nijmegen

Successful organizational change requires substantial efforts from both change leaders and followers. After a long tradition of focusing on change leadership, academics increasingly focus on the role of followership. However, understanding the diverse responses of followers in change processes is complex, as a clear understanding of the underlying mechanisms that trigger followers' heterogeneous interpretations seems missing. Using a standardized process interview protocol, we content-analyzed 60 individual experience narrations of major organizational changes in eight different organizations and industries. These narrations appeared to map in six prototypical stories (i.e. the 'Warrior Story') that are proposed to explicate yet uncharted temporal pathways of change followership. We highlight several similarities and differences between those stories and interpret them as reflections of Implicit Followership Theories in change context. By adding to the understanding of interpretive processes grounded in mental schemas, this study could help leaders of change to anticipate their followers' diverse responses to supposedly similar experiences.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Connectivity and Cohesion in the Networked World: A Durkheimian Perspective

Designated as a “Best Paper” for OCIS

Author: **Yasmin Merali**; U. of Hull

This paper addresses the challenge of maintaining social cohesion through waves of potentially disruptive technological innovations. It develops concepts from Durkheim’s Division of Labour to advance our theoretical understanding of the relationship between individual connectivity and the emergence of a coherent network economy. Advances in ICTs present opportunities for innovative ways of organising work, and AI presents unprecedented possibilities to augment human intellectual and physical capabilities. These changes pose novel legal, ethical and societal challenges: requisite legislation and social norms to deal with their consequences have not yet been established, raising the risk that irresponsible exploitation of new capabilities may undermine social stability. We use Durkheim’s concepts to examine how that risk can be mitigated by maintaining social cohesion in the absence of established norms. We identify two distinct mechanisms underpinning the emergence of social cohesion, predicated on the existence of a “lumpy” societal network that supports the evolution of multiple diverse capabilities, with tightly connected clusters (embodying mechanical solidarity) alongside more loosely connected, possibly transient constellations (embodying organic solidarity). This type of network organization is consistent with the pattern that confers resilience and transformational capability in biological systems, resonating with Durkheim’s use of the biological organism as a metaphor for a cohesive society. Conversely, the Gig economy decouples workers from the collaborative network, rendering them vulnerable to anomie. The main contribution of this paper lies in establishing the criticality of attending to the design of work and elucidating the requisite network mechanisms underpinning societal cohesion in dynamic contexts.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

How Robots and Automation Change Human Work (session 1045)

Robots and other types of automated technologies are increasingly taking over the tasks that were previously done by humans. Therefore, it is important to understand the diversity of the practices and the ways in which organizations and their members deal with technological change in different industries and contexts. Our symposium highlights how robots and automation change human work and what consequences this has on people and organizations. The symposium consists of four empirically grounded papers that focus on the burning theoretical questions in this field: how reliable performance is ensured in work with robots; how high reliability organizing principles may be adapted to robot-human interface; how robotization affects organizational performance and workforce structure in different types of organizations; and how humans negotiate work design and share social space with robots. By integrating diverse theoretical and methodological approaches into our symposium, we enrich our scholarly understanding of the impact of robotization and encourage discussion of the phenomenon from different angles.

How Habituating Top Talent to Technical Insufficiency Ensured Robotic Surgical Reliability

Matt Beane; U. of California, Santa Barbara

Implementing a Human-Robot Interface in a Century-Old Technology: Enhanced Train Control

Lianne Lefsrud; U. of Alberta

Michael Hendry; U. of Alberta

Renato Macciotta; U. of Alberta

Mona Rad; Research assistant

Robots at Work in China

Qiren Liu; Guangzhou U.

Robert Channing Seamans; NYU Stern

Institutional Complexity and Opportunity (session 1041)

The Interplay between Institutional and Individual Determinants of Organizational Transparency

Author: Pavel Kral; U. of Economics, Prague

This paper develops organizational transparency theory by exploring the determinants of transparency. A typology-based model explores the interplay between the institutional and the individual determinants of organizational transparency. The typology explains the mechanisms and outcomes of different combinations of the determinants of transparency, which lead to four archetypes of transparency: Complete transparency, Symbolic transparency, Illusory transparency, and Residual transparency. This multilevel approach provides a new perspective, which helps to interpret the conflicting results of past studies of the determinants of transparency. It reveals the conditions under which the unintended consequences of transparency initiatives—such as information decoupling or the transparency paradox—may occur. The practical implications of ways of making organizations more transparent are considered with a view to avoiding the negative consequences of transparency initiatives.

[view paper \(if available\)](#)

Buffering and bridging under institutional complexity - A configurational approach towards CVC

Author: Gerwin Fels; Technische U. Berlin

Author: Magnus Schücker; U. of Mannheim

Author: Tobias Gutmann; EBS Business School

Corporate Venture Capital (CVC) units are hybrid organizations facing multiple institutional demands and inconsistent organizational goals. By employing a fuzzy-set qualitative comparative analysis (fsQCA) of 23 CVC units, we empirically explore how these hybrids configure and design their organizational structure to respond to institutional complexity and

Negotiating Work Design and Work Relationships with Robots

Bernadeta Gostautaite; ISM U. of Management and Economics

Irina Liuberté; ISM U. of Management and Economics

Trish Reay; U. of Alberta

Ilona Buciuniene; ISM U. of Management and Economics

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

sustain hybridity over time. We identify two contextual variables - maturity and strategic focus - that influence how these hybrid organizations organize for high strategic performance. We find that successful responses of organizations facing institutional complexity are multifaceted, dynamic, and change over time as strategy and stakeholder demands vary. We contribute to institutional theory by introducing the concept of buffering and bridging to explain how successful hybrid organizations distance themselves from the institutional logic they originate when they become more mature (buffering). At the same time, they increase their efforts to maintain connections to representatives of the logic they stem from (bridging).

[view paper \(if available\)](#)

Configuration of Institutional Entrepreneurial Opportunities

Author: **Lasandahasi Ranmuthumalie De Silva**; Birkbeck, U. of London

Author: **Robin Gustafsson**; Aalto U.

The paper develops a middle-range theory - rooted in the 'configuration' principles of sociology and organization theory - to explain how the different configurations of macro institutional and micro individual conditions trigger different actions that begin distinct IEO creation processes. It is theorized that during the opportunity creation process, micro and macro conditions may change, giving rise to new configurations. Our conceptualization of multiple types of configurations that trigger individual actions in parallel and in sequence that, when successful, together lead to the creation of the demand and/or solution(s) for institutional change advances a granular understanding of the triggering of the moving forward of institutional change. In particular, this theorization provides a framework to fulfill our knowledge gap to systematically study the heterogeneity in the triggering of actions and their evolution in the institutional entrepreneurial opportunity creation process.

[view paper \(if available\)](#)

OMT
TIM
MOC

Microfoundations of Novelty Evaluation: The Interplay Between Novel Ideas and their Audiences (session 1044)

Novel ideas, products, and technologies are critical for economic growth and firm competitiveness. However, many ideas do not reach the implementation stage because key audiences are

Inception point: Combining institutional complexity and strategy-as-practice for strategizing

Author: **Kathryn Louise Hartwell**; London School of Economics and Political Science

Author: **Gerardo Patriotta**; U. of Warwick

Author: **Simona Spedale**; Nottingham U. Business School

This paper examines the intersection between institutional theory and strategy, and more specifically, institutional complexity and strategy-as-practice, to further our understanding of how organizations can effectively respond to multiple, and often conflicting, institutional pressures. We present an in-depth case study of a UK-headquartered commercial law firm, documenting how the firm has navigated the ongoing shift from a once traditional legal field dominated by the professional logic, to a more fluid situation, characterized by the increasing encroachment of the market logic. Our study brings together the macro approach of institutional complexity and the micro processes of strategy to offer multiple contributions. In particular, we further current literature on organizational strategic responses by showing that multiple strategies can co-exist within one firm at a given time, and we highlight the potential of talk as a medium through which organizational response strategies are initially brought into being.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Organizational Learning (session 1040)

New Perspectives on Exploration and Exploitation: When Learning Fast is Superior to Slow Learning

Author: **Jerker C. Denrell**; U. of Warwick

Author: **Michael Christensen**; U. of Southern Denmark

Author: **Chengwei Liu**; ESMT Berlin

Author: **Thorbjørn Knudsen**; U. of Southern

not able, or not willing, to endow them with the resources they need to be developed. In this symposium, we seek to shed light on the evaluative processes that lead to the acceptance (or rejection) of novelty broadly conceived, the intra-audience dynamics that shape individuals' judgment, as well as the consequences of such processes for innovators themselves. The four papers in this symposium explore the motivations that lead individuals to abandon (or not) their novel ideas as a consequence of the feedback they receive from key stakeholders, the way evaluations are affected by the presentation sequence of novel ideas, and the intra-audience factors that lead individuals to evaluate novel ideas in different ways. Our goal is to encourage future research to further explore the relationships between novel ideas and their target audiences, with particular attention to the microfoundations of evaluators' judgment.

Not Novel Enough! The Effects of Negative Feedback Content on Abandoning Early Ideas

Vijaya Venkataramani; U. of Maryland
Pier Vittorio Mannucci; London Business School

The Sequence Effect on the Selection of R&D Projects

Paola Criscuolo; Imperial College London
Thorsten Grohsjean; Bocconi U.
Ammon Salter; U. of Bath

Generalists vs Specialists: The Role of Selectors' Knowledge Structures in Novelty Evaluation

Francesca Bacco; Bocconi U.
Cleo Silvestri; Imperial College London
Gino Cattani; New York U.
Simone Ferriani; U. of Bologna

Singing a Different Tune: Distinction Dynamics Among Film Critics

Julien Jourdan; U. Paris-Dauphine, PSL Research U., DRM

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Denmark

Many organizations employ algorithms that learn from their members and then shape the way these individuals learn. Nevertheless, decades of research on organizational learning suggests that imperfect learning algorithms could sustain suboptimal beliefs that trap organizations indefinitely. To study potential algorithmic learning traps, we solve the underexplored theoretical properties of the March 1991 mutual learning model and demonstrate the conditions under which individuals should trust learning algorithms' recommendations. Our results show that the received wisdom regarding the benefit of slow learning and diversity does not hold when algorithms cannot identify accurate beliefs but follow the majority. The presence of non-discerning or even manipulated algorithms suggests that individuals should learn fast instead of slow to reduce the chance that algorithms learn the wrong, misleading lessons that would otherwise diffuse and contaminate everyone. Our exploitation of the March model generates novel insights that are increasingly relevant, thus promoting the model's generalization and making its beauty more robust.

[view paper \(if available\)](#)

Falling Down or Bouncing Back: A Two-Stage, Dual-Path Organizational Learning Process After Failure

Author: Hao Gong; Rutgers U.

Author: Jian Han; China Europe International Business School (CEIBS)

Author: Yan Pan; Rutgers U., School of Management and Labor Relations

Research demonstrates that experiences of failure can have positive and negative effects on a firm's subsequent behavior and performance. This contradictory finding necessitates in-depth exploration on the mechanisms behind failure-related performance change. The purpose of this study is to fill this gap by disaggregating the postfailure learning process into "falling down" and "bouncing back" paths and addressing their relative effects on organizational performance in an integrated framework. We test our arguments in the context of a computer-based strategic business simulation. We repeatedly collect survey data from

144 teams in an executive education program during 2016-2018. Our study contributes to the literature on organizational learning from failure in three dimensions. First, we develop a comprehensive model by integrating macro and micro perspectives. Specifically, we advance our understanding of a firm's subsequent reactions to failure through its micro-foundation rooted in top management team (TMT) dynamics. Second, our findings indicate that organizational learning from failure involves two stages, namely chaos stage and reassembly stages. Finally, we reveal that the severity of failure amplifies both falling down and bouncing back effects on organizational performance change. From our findings, we draw implications for organizations to facilitate effective learning from failure.

[view paper \(if available\)](#)

Learning What They Think vs. Learning What They Do: Two Mechanisms of Vicarious Learning

Author: Sanghyun Park; INSEAD

Vicarious learning is a vital component of organizational learning. However, as new technologies emerge that have the potential to improve vicarious learning among individuals and between humans and algorithms, our lack of conceptual clarity about its underlying mechanisms may impede our ability to benefit from them. We theorize and model two fundamental processes underlying vicarious learning: observation of actions (learning what they do) vs. belief sharing (learning what they think). The analysis of our model points to two key insights. First, vicarious learning through belief sharing is not universally better than simple mutual observation of actions and outcomes. Specifically, enabling mutual observability of actions and outcomes is superior to sharing of beliefs when the task environment features few alternatives with large differences in their value and there are no time pressures. Second, the superiority of vicarious learning through belief sharing in more complex task environments with time constraints does not require any differential wisdom ex ante among the learners. Both results are shown to be the consequence of a key mechanism – how vicarious learning affects self-confirming biases.

[view paper \(if available\)](#)

Wait Before You Learn - How Organizational Structure Shapes Learning Paths

Author: Felix Meissner; U. of Zurich

Hierarchical structures -- here understood as the intra-organizational arrangement of lines of authority, information flows and roles of organizational members -- have been traditionally assumed to inhibit organizational learning and impede an organization's adaptability. We revisit this assumption, which is based on the logic that hierarchies may hinder the accurate processing and delay the internal forwarding of performance feedback, thereby foregoing the opportunity to learn and quickly adapt behavior in a way that increases performance. We argue that this logic is incomplete. A delay in feedback forwarding may also influence the characteristics of the learning process, in particular the search paths and focus of exploratory activities. Employing a simulation model, we examine how organizations search and experiment with new solutions when performance feedback on past actions is delayed and ambiguous. Contrary to conventional wisdom, our analysis uncovers mechanisms of deeper exploration by which hierarchical structures may improve, rather than impede learning and performance improvements in the long run. Our model shows that hierarchies both influence the speed of interpreting and learning from performance feedback as well as the search paths taken to explore alternatives.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Social Network Structure and Outcomes (session 1039)

OMT

Stigma and Morality: Sanctions, Change, and Acceptance (session 1042)

Surviving Bad Business Behavior: Network Structure and Trust Penalty

Author: **Sonja Opper**; Lund U.

Author: **Na Zou**; Goethe U. Frankfurt

Sanctions against bad behavior vary greatly. Some wrongdoers are regarded as no longer trustworthy; others face only modest consequences. This study investigates how this difference can be explained. Using data on 384 people cited as being “difficult” contacts (“wrongdoers”) within networks of Chinese entrepreneurs who deemed them such (“accusers”), this study shows how social structure influences variation in the penalty in lost trust that wrongdoers pay. Controlling for personal attributes and the substance of the incident that led to the wrongdoer being deemed difficult, we find that trust in the wrongdoer decreases with network closure around the accuser. We also find that highly embedded wrongdoers “survive” the incident with smaller trust penalties. The counterintuitive conclusion is that whereas closed networks have ideal structural properties to detect and sanction malfeasance, closure around the wrongdoer protects the wrongdoer from severe consequences of bad behavior.

[view paper \(if available\)](#)

Orchestrating Interstitial Networks: Dynamics of High-Potential, Low- Expectation Collaboration

Author: **Leona Henry**; Tilburg U.

Author: **Guido Moellering**; U. of Witten/Herdecke

Network orchestrators try to mobilize value for and from networks by recruiting network members and purposefully shaping their interactions to foster collaborative outcomes. While the activities of such actors have been assessed in dynamic settings in which network members participate on a full-time basis, orchestrators may find themselves in networks where members are engaged as a low-commitment side activity, which, nevertheless, might turn out to be highly important for them. We introduce the concept of interstitial networks to denote such settings and explore how orchestrators in these networks perform their role. We find specific dilemmas orchestrators face in these settings, as well as three orchestrating practices for

Unpacking Stigmatization: Labeling, Audience Heterogeneity, and Market-Based Sanctioning

Author: **Mohamad Hasan Sadri Karami**; IE Business School

Author: **Wesley Helms**; Brock U.

Author: **Kam Phung**; York U., Canada

Author: **Alessandro Piazza**; Rice U.

Existing research on organizational stigma has predominantly focused on its origins, as well as for the consequences of stigma for the organizations that are subjected to it. By contrast, the stigmatization process has remained relatively unexplored from an empirical standpoint. In this paper, therefore, we theorize about the stigmatization process and we suggest that its effectiveness in eliciting market-based sanctions will be a function of: 1) the labels used in framing stigmatizing judgments; 2) the audiences using those labels; 3) the “fit” between vilifying labels and the audiences using them. Through an analysis of cumulative abnormal returns (CAR) in the wake of stigmatizing judgments formulated by various audiences and targeting firms active in the defense industry between 1998 and 2016, we find broad support for our arguments.

[view paper \(if available\)](#)

Queens of Drag: A Multidimensional Perspective on Core Stigma

Author: **Mario Campana**; Goldsmiths, U. of London

Author: **Katherine Duffy**; Adam Smith Business School, U. of Glasgow

Author: **Maria Rita Micheli**; IESEG

This paper critically assesses RuPaul’s Drag Race as a stigmatized organization which has built its success on the active spectacularization of its core stigma, through the showcasing of specific organizational discourses and transgressions. Drag Race is an interesting case as the organization does not conceal stigma; on the contrary, it leverages the transgressions associated with the social deviance of drag queens, enhancing success and acceptance with wider audiences over time. We focus on how audiences generate discourses that trigger this acceptance and how the organization fuels these discourses, using them as strategic resources for

navigating them: 1) probing themes and partners, 2) adapting orchestration timelines and activities, and 3) experimenting with interaction formats. Our findings highlight the mutually reinforcing relationship between orchestrating practices and the manifestation of interstitial elements in networks. Moreover, we show the experimental and collective character of orchestrating interstitial networks.

[view paper \(if available\)](#)

Tertius Dominans and the Persistence of Structural Holes Among K-Pop Songwriters

Author: **Yonghoon Lee**; Hong Kong U. of Science and Technology

This paper explores how inequality between successful artists—who can access to a wealth of opportunities—and unsuccessful artists—who face daunting challenges even to survive in their career—provides unique insight into the persistence of structural holes in collaboration networks. The author proposes that when two unsuccessful artists who never collaborated before share a tertius dominans, that is, a common collaborator who is more successful, the unsuccessful artists are less likely to initiate a new collaboration that excludes the tertius dominans. This allows structural holes of the successful artists to persist. Studying the careers and collaboration network of K-Pop (Korean popular music) songwriters, the author argues that daunting career challenges make unsuccessful artists yield brokerage opportunities to their successful collaborator who can bring them better career prospects. Using several empirical designs, including case-control design, songwriter fixed effects, and difference-in-differences, the author estimates the hazard of exclusive closure, where the disconnected collaborators initiate a new collaboration without the broker, and finds supporting evidence. Implications to studies on the instability of structural holes, inequality and networks, and the careers of cultural production are discussed.

[view paper \(if available\)](#)

organizational performance. We adopt a performativity perspective to analyze discourses generated by the audiences and by the organization itself, primarily focusing on online discourses. We contribute to a better understanding of how organizations can leverage the factors that lead to their stigmatization and make them acceptable for different audiences.

[view paper \(if available\)](#)

The Role of Confucian Moral Virtues in Transforming the Stigma-inducing Moral System

Author: **Grace Hong Fan**; U. of British Columbia
Author: **Maxim Voronov**; Schulich School of Business

This study builds theory on the role of traditional moral virtues in enabling actors to transform the stigma-inducing dominant moral system. Drawing on a longitudinal, qualitative study of early private entrepreneurship in China, the findings suggest that stigmatized actors' continuous moral work involving both rhetoric and enactment of moral virtues can be effective in influencing the dominant moral system, which has been utilized to stigmatize them. Further, the moral work generates feeling of solidarity amongst stigmatized and elicits positive sentiments from the stigmatizers, deepening existing knowledge of audience dynamics in the stigma literature. We discuss the implication of connecting morality with stigma for the study of stigma and social progress. Key words: stigma, morality, moral virtues, qualitative research

[view paper \(if available\)](#)

Varieties of Moral Agency: Overcoming Moral Paralysis in Organizations

Author: **Oyvind Kvalnes**; BI Norwegian Business School

Author: **Arne Carlsen**; BI Norwegian Business School

In this paper, we introduce the concept of moral paralysis to explain a tendency to give priority to avoiding harm over doing good in particular organizational contexts. The discussion starts from

Saying Hello and Waving Goodbye: Intra-Organizational Tie Formation when Brokers Leave

Author: **Tracy Anderson**; Department of Management and Technology, Bocconi U.

Brokers, who serve as indirect ties between others, can play an important role in the formation of new collaborative relationships. Yet we know little about how the mobility of such individuals changes the role that they play. In this paper, I explore the how the organizational exit of individuals in brokerage positions influences tie formation between previously unconnected workers. Whereas these exiting individuals may be expected to play a lesser role in the formation of new collaborative relationships, I argue that they may in fact play a greater role as their exit will both stimulate demand for such helpful brokering among the workers they will leave behind and alter the costs of this type of brokering. I explore the impact of brokers on tie formation using data on employees engaged in scientific research within a single organization. Using journal article co-authorship to identify collaborative ties, I find support for my argument. Furthermore, I show how the role of exiting brokers varies depending upon the nature of their exit, tie strength, and the relative status of the brokers. In so doing, this paper illuminates how new tie formation is shaped by the mobility of brokers, extending our understanding of the dynamics of collaborative networks within organizational settings, brokerage, and the effects of employee mobility.

[view paper \(if available\)](#)

Stand Up or Stand By: The Effects of Network Positions on Whistle-Blowing

Author: **Azusa Nakamura**; Bocconi U.
Author: **Giuseppe Soda**; Bocconi U.

This paper examines which network positions enable individuals to engage in whistle-blowing in a context of sexual harassment in Hollywood movie industry. We hypothesize that individuals who are in an open network are more likely to engage in whistle-blowing. This is because they can get access to variety of information regarding the level of retaliation by sexual harasser and supporters of their whistle-blowing. We also hypothesize that high-

an example from a nursing home, where a depressed resident is invited on a motorcycle trip to give her a positive and energizing experience. It illustrates an initiative to prioritize moral agency aiming to benefit another person over moral agency geared towards avoidance of harm. Informants to this study have indicated that moral agency of this kind is rare, since it involves a risk of causing harm, and a risk of professional repercussions if the outcome is negative. Moral paralysis occurs when decision-makers are reluctant to engage in prescriptive moral agency, due to a perceived lack of protection against negative consequences. We argue that previous theories have conflated prescriptive and proscriptive moral agency on the one hand, with action and inaction on the other, and propose a model that combines these two dimensions of moral agency. We also apply the concept of moral luck to explain the emergence of moral paralysis.

[view paper \(if available\)](#)

Unpacking the Moral Dimensions of Crowd-Based Organizing

Author: **Emmanouil Gkeredakis**; IESE Business School

New forms of crowd-based organizations (CBOs) are puzzling for organizational scholars. On one hand, they enable unbounded participation – any individual from the crowd can join – creating the conditions for generative interactions and ongoing change. On the other hand, for an organization to sustain itself, the contributions of multiple actors need to be steered toward a certain direction to tame change and achieve stability. Extant literature insights suggest that CBOs may influence and guide crowd behavior through architectural and governance mechanisms, such as rules of participation and structure of incentives. In this paper, we aim to unpack the moral dimensions of CBOs. We develop the argument that discursive resources, in particular, orders of worth, play a crucial role in soliciting and maintaining the commitment of the crowd. Empirically, we study two CBOs, Quirky and Kickstarter, which mobilized orders of worth to convince crowds to contribute to a greater good through their platforms. We found that through raising and materializing moral claims,

status individuals are more likely to engage in whistle-blowing. This is because they can control relevant resources such as information and connections. Also, they can ask low-status actors to support their whistle-blowing when they form a tie with low-status ones. We test our hypotheses on the Hollywood film industry and find support for our hypotheses that different network positions determine whistle-blowing.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CBOs solicited the commitment of the crowd and managed to scale their activities. Yet, despite the early success, the actions of an increasingly diverse crowd put a strain on the process of materialization. Hotly debated controversies reflected deep moral tensions that rendered the commitment of the crowd fragile. By unpacking these controversies and the responses of Quirky and Kickstarter to deal with them, this paper offers new insights into the moral dimensions of crowd-based organizational forms.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ONE

Resilience (session 1046)

[Beyond Chaos, Anger, Grief, and Remorse Through Organizing After a Nuclear Disaster in Fukushima](#)

Author: Nobuyuki Chikudate; Hiroshima U.

This study reports qualitative research to investigate the nature of the organizing that played a significant role in harnessing resilience among survivors and refugees, who suffered during and after the catastrophic events of March 2011, in the northeastern region of Japan, especially Fukushima. The author conducted an eight-year in-depth qualitative study to reveal the nature of organizing among those who suffered from those events.

[view paper \(if available\)](#)

[Contending with Sisyphus: Pursuing Sustainable Development in a Business-as-Usual World](#)

Author: Sarah Easter; Abilene Christian U.

Author: Kim Ceulemans; TBS Business School

Author: Monty L. Lynn; Abilene Christian U.

How do organizational actors respond when their repeated efforts to embed sustainability seem futile? We use the concept of place-based sustainability to consider sustainable development

OSCM

Humanitarian Operations and Supply Chain Management (session 1047)

[Role and Importance of Coordination in Disaster Logistics: The Case of Earthquakes in India](#)

Author: Reda M Lebcir; Hertfordshire U.

Author: Priyanka Roy; U. of Hertfordshire

Purpose: The world has witnessed an increasing number of natural disasters in recent years affecting large populations. The logistical operations to deliver relief to these populations are complex requiring careful planning and execution especially during the Last Mile Relief Distribution (LMRD), the ultimate phase in these operations. LMRD is the phase where the disaster logistics chain directly connects with the affected communities and whose performance is affected by many factors. Among these is the level of coordination between the organisations involved in relief operations. The aim of this paper is to evaluate the impact of coordination on LMRD performance in the context of India, the most affected country in the world by natural disasters. Methodology/ Design: The research was conducted into two phases. First, qualitative interviews were conducted with Indian government, national, and international NGOs involved in disaster relief operations in the country to determine the factors affecting LMRD operations.

initiatives within a US higher education institution where repeated efforts by actors led to nominal change. We focus on understanding how perceived change makers – administrators, faculty, staff, and students – intentionally sought over time to enact sustainable development initiatives in the face of strong pressures for the status quo, or a business-as-usual mentality. We show how an actor’s journey in attempting to embed sustainable development practices into the university was a dynamic process, where he/she experienced periods of persistence and periods of suspension in their work. Our theorizing reveals three key coping strategies that actors utilized in periods of persistence: connecting with others, being resourceful, and envisioning for the future. Our study contributes to the sustainability literature by addressing the underexplored concept of place-based sustainability, and relating this to resistance to change and individual coping mechanisms. In doing so, we explicate how actors persist in their efforts to pursue sustainable development initiatives despite strong pressures for the status quo.

[view paper \(if available\)](#)

Socio-Ecological Resilience and Environmental Sustainability of Avocado in Michoacán State

Author: **Nadeem Khan**; Henley Business School, U. of Reading

Author: **Nada Kakabadse**; Henley Business School, U. of Reading

Author: **Antonis Skouloudis**; Henley Business School, U. of Reading

Natural science impact assessments of sustainability evidence more closely than social and business studies frameworks that the interdependent planetary boundaries limits are being breached. This brings to attention environmental ecological assessments are better placed as the starting point to inform how human action or inaction as socio-economic behaviours can influence environmental resilience – rather than the other way around. This study identifies food security as a grand challenge. A socio-ecological cosmopolitan resilience framework is conceptualised and applied to the commodity case of the avocado in Michoacán, Mexico. A range of multi-level issues are identified and captured

Second, an Agent-Based Simulation Model (ABM) was developed to represent the Indian LMRD system to evaluate the impact of coordination on its operational performance and ability to satisfy the needs of the affected people. Several scenarios reflecting different coordination policies were evaluated on the ABM. Findings: The qualitative phase findings identified coordination as the most significant factor affecting LMRD operations performance in India. The ABM simulation results provided empirical evidence that better coordination during LMRD reduce the level of inventory, hence costs, to satisfy disaster relief demand by approximately 16% and improve responsiveness by 13%. Originality: This research identifies coordination as a major driver of LMRD operations in India. Its impact is evaluated through the development of an innovative ABM model, which provided empirical evidence of the magnitude of LMRD performance improvement by adopting new coordination policies. The research provides suggestions for new ways on how to achieve better coordination and implement these successfully in Indian LMRD operations.

[view paper \(if available\)](#)

Understanding Organizational Risk-Taking Behavior during Disaster Relief Operations

Author: **Iana Lukina**; U. of South Florida

Author: **Samuel Roscoe**; U. of Sussex Business School

Author: **Arash Azadegan**; Rutgers Business School

Risk taking is commonplace during disaster relief operations. However, little attention is paid to how different types of organizations manage risks during the immediate response and short-term recovery period of a natural disaster. Following extant models in disaster management, this paper examines how two different organizational types, namely expanding and extending, manage risks associated with responding to Hurricanes Irma and Maria. Data are gathered from 27 interviews with individuals involved in disaster response activities across two organizational types. We find that expanding and extending organizations will perceive risks differently based on structural rigidities, the expectations of the public as well as safety concerns.

together, as impacting biodiversity, land usage and fresh water sustainability at the individual, firm and governmental levels. At each level, a variety of recommended simultaneous changes that may advance system-wide sustainability are considered as cultural, moral and governance dimensions towards ameliorating negative sustainability effects and promoting multi-level improvements for enhanced resilience. Our cosmopolitan framework is important as natural science and social norms must inform business practice at all levels for environmental sustainability.

[view paper \(if available\)](#)

Sadism in Foreign Lands: The Burn Pit Atrocity

Author: **R. Duncan M. Pelly**; McMurry U.

This paper explores one of the forgotten tragedies of the modern era – that of the burn pits. Burn pits were large holes dug directly into the ground in Iraq and Afghanistan during the war on terror where government contractors burned hazardous materials in direct proximity to human habitation. The result is not only air pollution and contamination of water tables, but also countless illnesses and death for soldiers and civilians exposed to these toxins. This paper supports the American courts' opinion that military contractors were not to blame for these tragedies. Instead, this autoethnography uses the theories of Marquis de Sade to explore why senior military officials ignored the dangers of burn pit exposure deliberately to provide an illusion of normalcy during military deployments and to benefit from harming their subordinates. This paper is of use to academics who explore organization dysfunctions; it is one of a small number of papers that explores issues involving the burn pits; and, most importantly, it represents activism to use scholarly research for greater good and to expose evil.

[view paper \(if available\)](#)

Resource Sharing: An Empirical Analysis of Firms' Resilience Through Resource Dependence Theory

Author: **Alfredo Rafael Roa-Henriquez**; Johns

Expanding organizations will take relatively few risks in the immediate response period due to media attention and a desire to not affect incoming donations but will take more risks in the short-term recovery period as media attention lessens and resources begin to dwindle. Expanding organizations will take relatively more risks in the immediate response period to gain media attention and attract financial resources and fewer risks in the short-term response period as media attention reduces and it becomes difficult to attract financial resources to support the organization's primary cause.

[view paper \(if available\)](#)

Adaptability in Humanitarian Operations: Role of Prosocial Motivation and Authoritarian Leadership

Author: **Mojtaba Salem**; Kühne Logistics U.

Author: **Niels Van Quaquebeke**; Kühne Logistics U.

Author: **Maria Besiou**; Kühne Logistics U.

Many field office leaders contend that humanitarian aid operations call for authoritarian leadership in order for aid workers to more quickly adapt to changes and thus deliver a better job performance. However, given that field reports highlight leadership as a serious operational failure, is it really effective to lead aid workers with an authoritarian style? We draw on human motivation theorizing to address this question because many aid workers join humanitarian aid operations primarily to help beneficiaries. We test our hypotheses with a sample of 299 aid workers from the field. Contrary to the common view, we find that, when leaders are less authoritarian, aid workers who are prosocially motivated are better capable of adapting to changes and thus performing because leaders would not undermine the autonomy that they require to stay motivated. However, under less authoritarian leaders, the adaptability and job performance of aid workers with lower prosocial motivation continue to suffer. The theoretical and managerial implications of these findings for humanitarian aid operations are discussed.

[view paper \(if available\)](#)

Hopkins U.

According to the Federal Emergency Management Agency (FEMA), around 40% of small businesses never reopen following a disaster and around 90% of firms that do reopen, fail within a year unless they can resume operations within 5 days. Nonetheless, firms can hasten their recovery and increase their survival chances by implementing resilience actions or tactics after a disaster begins. Given that business interruption losses are usually not eligible for public assistance programs, the type of action to be implemented is a strategic decision and will likely depend on some particularities of each business and the market in which it operates. This paper examines one of these resilience tactics – resource sharing – from the perspective of Resource Dependence Theory. By using a unique dataset collected from responses of businesses affected by Superstorm Sandy and Hurricane Harvey and by specifying a sample selection model, this study provides novel conclusions indicating that there is unobserved heterogeneity that explains the strategic decision-making of firms in the post-disaster and that those firms that are more likely to resource share are also the ones that exhibit higher economic resilience. Implications of these findings, complications and future research are discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

PNP

Diversity, Inclusion, and

Multi-Criteria Decision Analysis to Prioritize Locations of Labor Exploitation for Intervention

Author: **Ioannis Kougkoulos**; U. of Nottingham

Author: **Selim Cakir**; U. of Nottingham

Author: **Doreen S Boyd**; U. of Nottingham

Author: **Alexander Trautrimis**; U. of Nottingham

Author: **Kornilia Hatzinikolaou**; Aristotle U. of Thessaloniki

Author: **Stefan Gold**; U. of Kassel

Recent estimates suggest that there are currently more than 40 million people worldwide in modern slavery and other forms of labor exploitation. UN Sustainable Development Goal 8.7 addresses this problem and urges stakeholders to take effective measures to end all forms of labor exploitation by 2030. Presently, there are no risk assessment tools available to enable decisions of resource allocation for humanitarian operations that compare the risk of labor exploitation among different alternatives systematically. In this paper, we argue that multi-criteria decision analysis (MCDA) can overcome barriers associated with quantitative examination of labor exploitation risk if it is informed by a combination of data sources in order to capture the issue's complex and multidimensional nature. Combining satellite-based, interview, and questionnaire data, we apply the proposed MCDA tool in a case study, which evaluates labor exploitation risks in Greek strawberry fields. Through satellite monitoring, approximately 50 settlements hosting about 6000 workers have been identified. MCDA performed on a subset of six settlements from this sample yielded a complete ranking of settlements based on the risk of labor exploitation. Our paper advances research on humanitarian operations, sustainable production, and not-for-profit operations management by elucidating how MCDA can be an effective methodology for data-driven prioritization of interventions against labor exploitation.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

PNP

Motivation and Engagement (session

Representation (session 1048)

Up the Chain: Career Climate and Mentoring in the U.S. Army

Author: **Shannon Portillo**; U. of Kansas

Author: **Amy E. Smith**; U. of Massachusetts, Boston

Author: **Alesha Doan**; U. of Kansas

For careers in public service, meritocracy is espoused and idealized with formal structures for advancement – civil service laws, the general schedule classification, and the senior executive service among others. However, career development is also relational. Mentoring, social networks, and role models also influence advancement. In this paper we examine how espoused career paths and the relational dimensions of career advancement interact to produce career climates in the public sector workforce. Using data from a mixed method study of the U.S. Army, including survey data from approximately 1,200 Army personnel and analysis of 27 focus groups with 198 participants, we find that mentoring quality matters for all employees, but it matters more for women in male-dominated professions. Our findings have implications for how scholars and practitioners discuss the role of mentoring in in public organizations, and specifically how mentoring shapes employees' career advancement and ascension to leadership positions.

[view paper \(if available\)](#)

Claiming Legitimacy: Gender and Identity Among U.S. Federal Regulatory Agency Leaders

Author: **Deneen Hatmaker**; U. of Connecticut

Author: **Amy E. Smith**; U. of Massachusetts, Boston

Author: **Kattalina Berriochoa**; U. of Konstanz

While equity is a core organizational value in the public sector, women continue to be underrepresented in the upper echelons of public sector organizations. Existing explanations for why more women do not advance to top leadership positions consider factors such as human and social capital, gender stereotypes and beliefs about effective leadership, familial expectations, and work-life conflict. Such studies, largely based on private-sector organizations, focus on why women do not

1049)

Social Entrepreneurs' Motives, Role Stress, Work Competence, and Passion

Author: **Young-joo Lee**; U. of Central Florida

Author: **Hyunseok Hwang**; Texas A&M U., College Station

This study examines how social entrepreneurs' motives and role stress affect their passion and how these relationships are mediated by their perception of own work competence. The analysis of the data from a survey of 264 self-identified social entrepreneurs working in different types of organizations show that other-oriented motives are strongly associated with passion while self-oriented motives are generally not. The results also reveal that perceived work competence mediates these relationships, reinforcing the relationships between other-oriented motives and passion and between role stress and passion. In particular, when social entrepreneurs perceive a high level of competence, role stress positively affects social entrepreneurs' passion, suggesting that the multitude and ambiguity of roles can boost passion, rather than decreasing it. This paper concludes with suggestions for social entrepreneurship education programs and curricula.

[view paper \(if available\)](#)

How Do Organizational Sustainable Practices Foster Public Service Motivation and Job Satisfaction?

Author: **Saskia Crucke**; Ghent U.

Author: **Tom Kluijtmans**; Ghent U.

Author: **Kenn Meyfroodt**; Ghent U.

Author: **Sebastian Desmidt**; Ghent U.

Insights on how managerial practices influence PSM and job satisfaction of employees are limited and inconclusive. This study answers the calls made to study potential organizational drivers of PSM and job satisfaction. Specifically, we focus on organizational sustainability practices, encompassing the social and environmental impact of public service organizations. As local governments provide a unique setting, offering a direct impact on sustainability through broad

reach top leadership positions rather than trying to understand how, or why, some do. By contrast, this study examines how men and women engage in identity work to attain a top leadership role. This paper presents a preliminary analysis of confirmation hearing transcripts for 67 women and men who held top-level leadership positions in 12 U.S. federal regulatory agencies between 1983 and 2013. We use a grounded theory and narrative inquiry approach to examine how these nominees express their identity and signal their legitimacy in order to claim these leadership positions. Our preliminary analysis finds that while both men and women assert personal and professional qualifications to legitimize their claims to top leadership positions, they do so in different, possibly gendered, ways.

[view paper \(if available\)](#)

Governing for Whom? Representative Governance and Segregation in North Carolina's Charter Schools

Author: **Jessica Sherrod Hale**; Indiana U. Bloomington

Author: **Emily A. Finchum**; Daniel J. Evans School of Public Policy & Governance

Market-based reforms have altered accountability structures in the public sector, raising questions about whether markets effectively hold organizations accountable to the public. Research on market models in education has revealed that these reforms can sometimes have perverse results, such as segregation, that contradict the public interests typically linked to public education. This study offers an empirical examination of one policy-relevant mechanism for understanding public accountability in market-based reforms that employ nonprofit service providers. Using Guo and Musso's (2007) theory of representative governance in nonprofit management, we examine how representation and participation in the governance of nonprofit charter schools contribute to public accountability. We find that few charter schools in our sample employ mechanisms to increase organizational capacity to represent the public at large. Moreover, we find that lower descriptive representation is linked to substantive outcomes

authority, this research was carried out among 41 local governments in Flanders, Belgium, including 781 respondents. The findings indicate that internal employee-oriented sustainability practices are positively related to PSM and job satisfaction through the impact of perceived organizational justice. Additionally, external sustainability practices, directed toward the natural environment and the beneficiaries, were found to increase PSM and job satisfaction, through perceived societal impact potential. This research therefore provides new insights into managerial practices, attitudinal and behavioral concepts to influence PSM and in turn job satisfaction.

[view paper \(if available\)](#)

Born to Serve? Disentangling Genetic, Childhood, and Adulthood Influences on PSM Using a Twin Design

Author: **Christoffer Florczak**; Mannheim U.

Author: **Robert Klemmensen**; U. of Southern Denmark

Author: **Ulrich Jensen**; Arizona State U.

Author: **Stig Hebbelstrup Rasmussen**; Aarhus U.

Since its inception as a motivational form based "primarily or uniquely in public institutions" (Perry and Wise 1990), the antecedents of public service motivation (PSM) have been debated and explored. However, to date no investigations of a possible genetic component of PSM exist and only few attempts have been made to disentangle youth and adolescence socialization effects from adulthood socialization effects. Investigating the relative impact of these variables is important as genetic or early life influences might additionally confound established empirical relationships. Empirically, we employ a twin-design, popular in the behavioral genetics tradition, on a data set of 1,801 twins from the Danish Twin Registry. In accordance with dominant interpretations of PSM we find a sizeable effect of adulthood environment. Additionally, we find that PSM is also heavily influenced by early life socialization and not at all by genetics. This is surprising, as other "other-oriented" concepts such as empathy, pro-sociality, altruism, and agreeableness have sizeable genetic components whilst their childhood socialization components are

that contradict the public interests articulated in public law.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

either negligible or minor in relative importance. Our study thus yields important insights into the uniqueness of PSM and we conclude by discussing implications for public sector management.

[view paper \(if available\)](#)

Linking Ability-Job Fit and Work Engagement in the Public Sector

Author: **Edel Conway**; Dublin City U.

Author: **Kathy Monks**; Dublin City U.

Author: **Yseult Freaney**; Dublin City U.

Author: **Natasha McDowell**; Dublin City U.

While work engagement has been extensively investigated in private sector research, culminating in an extensive body of knowledge and a thriving engagement “industry”, much less research has been undertaken in public sector contexts. Yet, a focus on engagement may be particularly important given the extent and nature of public sector reforms internationally. This paper draws on the job demands- resources (JDR) model to provide a more nuanced understanding of the processes underpinning work engagement in the public sector. We test a model which examines whether the fit between perceptions of ability and demands is associated with engagement and whether this relationship is mediated by perceptions of meaningful work. We also consider whether prosocial motivation moderates the relationship between ability-job fit and meaningful work. We test our model by drawing on data from two large-scale employee surveys (study 1: N = 10,401 and study 2: N = 18,926) undertaken within the civil service in Ireland. Our findings support the relationships we hypothesize. Our paper discusses our study's contribution to knowledge and its implications for practice.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Emerging Methods for Examining Within-Person Processes (session 317)

Diary Studies, a Double-Edged Sword: An Experiment on Possible Distortions Due to Daily Reporting

Author: **Viktoria Gochmann**; U. of Fribourg

Author: **Sandra Ohly**; U. of Kassel

Author: **Silja Christina Kotte**; U. of Kassel

Diary studies are booming in management research because they provide samples of work situations measured immediately and in the naturalistic work setting. Yet, we suggest that due to the high demands imposed by participating in diary studies, participants tend to show deviant reporting behavior (demand effect). Additionally, repeated reflection on the variables of interest might change how they are perceived (intervention effect) – altering the benefits named above. To investigate these assumptions, 444 participants completed two questionnaires at the start and end of a two week diary writing period. Questionnaires contained constructs prone to vary due to reflection. In between, participants were randomly assigned to one of five diary conditions reporting on daily interactions at work which differed in terms of demandingness and affective valence of the required report. The control group did not fill out any diaries. We could show that deviant reporting behavior increased over time especially in more intense, negative diaries. Changes in work-related perceptions showed only for team-member-exchange (TMX) which decreased after two weeks of intense reporting on negative work situations. However, the impact on work perceptions appears to be weak as participants avoid intense reporting, diminishing the risk of intervention effects. We discuss implications for diary research.

[view paper \(if available\)](#)

Experimental Design for Mediation Tests

Designated as a “Best Paper” for RM

Author: **Dan K. Hsu**; North Dakota State U.

Testing mediation for organizational studies is

CSR Perceptions (session 1050)

Shareholder Reaction to Corporate Philanthropy: Beyond the 'Buying Goodwill' Explanation

Author: **Kentaro Azuma**; Ritsumeikan U.

Author: **Nicolas Dahan**; California State U., Monterey Bay

Author: **Jonathan P Doh**; Villanova U.

Corporate response to natural disaster in the forms of cash and/or in-kind donations (corporate philanthropic disaster response --CPDR) has been a growing form of corporate philanthropy. Thus far, it has been empirically studied primarily in the U.S. and Chinese settings (Patten, 2008; Zhang et al., 2010), but never regarding Japan. Through an event study methodology, we analyze shareholder reaction to CPDR announcements after the Kumamoto earthquakes, a series of major earthquakes which occurred in Japan from April 14th 2016. Our main contribution resides in unpacking three possible explanations for the positive shareholder reaction to corporate philanthropy we found. Our results provide some support for the most common explanation (“buying goodwill”, i.e. building support from a variety of stakeholders) in terms: of local embeddedness (positive effect of domestic stock ownership), sincerity (concurrent employee donations) and timing (greater positive effect of early donations). We find limited support for the other typical explanation (corporate governance), as only concentrated stock ownership has an impact on shareholder reaction. Most interestingly, this article provides the first empirical test of a third explanation: corporate philanthropy as a costly market signal to outside investors of the firm's financial strength. We find support as firms with a higher Price-to-Book ratio and firms making a costlier donation (in terms of donation amount relative to their annual profits and relative to their total assets) receive a more positive shareholder reaction.

[view paper \(if available\)](#)

How Do Firms Manage Hypocrisy in Response to Auto Recalls? Balancing Purposeful Hypocrisy

challenging as that requires establishment of two or more causal paths as the causal chain underlying mediation. Many existing studies testing mediation utilize a single experiment that manipulates the independent variable and measures the mediator and the dependent variable, likely because it is unethical or unfeasible to manipulate the mediator. Such studies often receive critics that the causal effect of the mediator on the dependent variable is not established and thus the causal chain not complete. In this paper, we theorize and identify three remedies a single experiment can use to examine the causal chain underlying mediation. When the three remedies are not applicable, we classify parsimonious experimental designs that make experiments testing mediation more cost-efficient and feasible.

view paper (if available)

Comparing Two Approaches to Testing Within-Level Interactions Using Panel Data

Designated as a "Best Paper" for RM

Author: **Manuel J. Vaulont**; Arizona State U.

Author: **Zhen Zhang**; Southern Methodist U.

Organizational scholars are increasingly using panel data to test within-level interaction effects. However, potential confounding in the estimation of such interaction effects may arise because commonly used strategies could reintroduce between-level variability to the estimation. The present study compares two such strategies for testing within-level interactions, namely group-mean centering the predictors (i.e., remove-then-multiply or RTM approach) and employing a fixed-effect estimator after the interaction term is formed (i.e., the multiply-then-remove or MTR approach). Examining the estimation equations of these approaches, we show that whereas the RTM estimates of within-level interactions match with researchers' within-level theorization (hence are unbiased), the MTR approach can produce biased estimates because this approach creates a "forced average" among the within-level interaction effect and two cross-level interaction effects. Our Monte Carlo simulation study provides empirical evidence that the MTR approach can inflate or deflate the estimate of the true within-level interaction effect. We propose a

Author: **Jinsil Kim**; College of New Jersey

Author: **Vivek Astvansh**; Indiana U. - Kelley School of Business

Author: **Miranda Welbourne Eleazar**; UT Dallas

Organizational hypocrisy has received extensive scholarly attention in the corporate social responsibility context. We extend that literature to examine how firms engage in both purposeful hypocrisy and hypocrisy avoidance, depending on the salient stakeholder at a given time. We test our model in the context of corporate political activity (CPA), particularly lobbying, in response to product recall crises. We posit that in response to the initial salient stakeholder of the government enforcing the recall, firms will engage in purposeful hypocrisy of lobbying against the very recalls they are engaged in. On the other hand, firms will utilize hypocrisy avoidance behavior when consumers and the media are the salient stakeholders, as those stakeholders would be more likely to view the lobbying as hypocritical and thus perceive the lobbying negatively. This paper contributes to the literature on organizational hypocrisy, impression management, and lobbying.

view paper (if available)

CSR Perceptions Versus CSR Attributions? A Comparison of Alternative Moderated Mediation Mechanisms

Author: **Omer Farooq**; Zayed U.

Author: **Mariam Farooq**; Al-Ain U., UAE

Author: **Muhammad Arshad**; U. of Lahore

We investigate the multiple mediating mechanisms through which corporate social responsibility influences consumer loyalty. We posit that consumer-company identification and consumer trust are two underpinning mechanisms that mediate the relationship between CSR and consumer loyalty. We further hypothesize that value attributions versus strategic attributions of CSR initiatives moderate these processes so that consumers having high value attribution and low strategic attribution build loyalty from CSR primarily based on an enhanced level of trust whereas consumers high on strategic attribution develop loyalty based on identification with the company.

revised MTR approach that overcomes the potential bias and discuss how our findings help researchers more effectively plan new studies and retrospectively examine prior data to avoid erroneous conclusions.

[view paper \(if available\)](#)

Effect Direction Between Work-Family Conflict and Psychological Strain: A Replication and Extension

Author: **Tim Manfred Goetz**; HSG U. of St. Gallen

Author: **Anna Brzykcy**; Technical U. of Munich

Author: **Stephan Alexander Boehm**; U. of St. Gallen

Research on the relationship between work-family conflict (WFC) and psychological strain provides largely inconsistent results about the direction of this effect. To identify a source of this variation, we review modeling approaches used in 15 studies derived from the only meta-analytical test of the direction of this effect (Nohe et al., 2015), and 51 newer studies not yet included in this test. We find that none of these studies accounts for the confounding effect of unmeasured, trait-like between-person differences, for example, by adding random intercepts (RIs) to the structural model. Instead, they apply approaches that combine the within-person variance and the between-person variance (e.g., Crossed-Lagged Panel Model, CLPM), thereby leading to biased effect estimates. Recent methodological reviews have thus urged scholars to apply the RI-CLPM to solve this problem. Following these calls, our study replicates and extends prior research by modeling the effect of interest using the CLPM and the RI-CLPM. We seek to examine whether Nohe et al.'s (2015) result holds once the RI-CLPM is applied. We collected three-wave survey data from 12,241 working adults living in Germany. The data are representative of the German workforce and were collected annually from 2016 until 2018. The RI-CLPM yields a significantly better model fit than the CLPM. Whereas the results from our CLPM replicate the meta-analytical finding (i.e., WFC and psychological strain affect each other reciprocally), the RI-CLPM yields a different result: WFC leads to greater psychological strain and not vice versa. Implications for theory development and practice are discussed.

Data collected on 309 consumers in India support the proposed theoretical framework. The results are discussed in terms of their implications for research and practice.

[view paper \(if available\)](#)

Are Corporate Environmental and Social Improvements Competing or Mutually Reinforcing?

Author: **Dasun Yoo**; Korea U.

Author: **Jon Jungbien Moon**; Korea U.

Author: **Felix Reimann**; WHU - Otto Beisheim School of Management

How do social and environmental dimensions of corporate social responsibility (CSR) coevolve within firms? Are improvements in these two dimensions competing or mutually reinforcing? Based on the attention-based view, we develop arguments for both perspectives, considering the respective concepts of selective attention and attention spillover. Further, we hypothesize that the described relationships are moderated by the firms' resource constraints, industry, and economic development level of the home country. We test the hypotheses with a large-scale dataset containing 15,917 firm-year observations from 329 industries and 38 countries from 2008 to 2017. The analysis reveals that improvements in social and environmental aspects of CSR are mutually reinforcing and verifies the moderating effects of resource constraints and industry. Our results imply that firms can improve their broader CSR performance by focusing on lighthouse (a byproduct of a signal) projects in selected areas, indicating theoretical and practical implications for CSR improvement.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

view paper (if available)

Mock Live

RESEARCH

MOCK LIVE

PAPER SESSION

SIM

MSR

MOC

Experiencing Work: Broadening our Sight Using Humanistic Management Perspectives (session 1054)

This symposium presents ongoing research on how organizational members experience work using humanistic management perspectives. Humanistic management perspectives require a broader vision, grounded in humanistic assumptions prioritizing human dignity, well-being, and flourishing (Kuhn, 2001; Medlock, 2012; Pirson, 2017; Pirson & Lawrence, 2010). While past research on work experiences has been predominantly grounded in economic management philosophies, the presentations in this symposium “broaden our sight” of organizations and organizing by grounding research and theorizing in a humanistic management paradigm. The humanistic management paradigm requires us to recognize that organizing, managing, and leading are intrinsically human experiences that support flourishing by focusing on dignity and well-being. This is offered in contrast to the economic paradigm that positions these activities as being in service of maximizing wealth, power, and profit. Each of the papers included in this symposium seek to understand the experience of work using humanistic assumptions.

Organizational Scholarship to What End? Humanistic Psychology as a Normative Parachute
PJ Dillon; Duquesne U.

The Virtue Schism: When Well-Intentioned Organizational Missions Can Harm Employee Well-Being
Cary Lopez; Arizona State U.

SIM

Grand Challenges (session 1052)

Distributed Ledger Technology Affordances for Financing Sustainable Development

Author: **David Leslie**; U. of Cape Town

Author: **Stephanie Giamporcaro**; Nottingham Trent U.

Author: **George Kuk**; Nottingham Trent U.

Distributed Ledger Technology (DLT) has been heralded as one of the most significant innovations since the internet. This article explores the applicability of DLT to the issue of financing the UN Sustainable Development Goals (SDGs) by approaching the question of what opportunities DLT presents for aligning investments with SDGs-related outcomes within the financial sector through the concept of affordances. Our qualitative research inquiry combining an exhaustive analysis of practitioner literature and interviews with 15 leading sustainable and responsible investment (SRI) practitioners and 14 actors involved in DLT ventures in Sub-Saharan Africa shows that despite discourse around blockchain technology that focuses on generic perceptions of affordances relating to data transparency, actualization of these affordances within the sustainable finance field is contingent upon a number of socio-cognitive and institutional hurdles. As a result, while discourse around blockchain presents a galvanizing vision for innovation within the financial sector, its direct benefits for mobilizing additional contributions towards the SDGs by private sector investors remain ambiguous.

view paper (if available)

Role of NGOs in Promoting Salience of Stakeholders and Social Issues

Is "McMindfulness" a Problem? Comparing Economistic and Humanistic Mindfulness in Organizations

Sophia Town; Fordham U.

Exploring the Explanatory Mechanisms of Mindfulness at Work

Chris Reina; Virginia Commonwealth U.

Cultivating Compassion and Connection at Work Through Dialogic Spaces and Embodied Conversation

Sarah Tracy; Arizona State U.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

Author: **Natalia Yakovleva**; Newcastle U.

Author: **Diego Alfonso Vazquez**; Portsmouth Business School

Author: **Tuyara Gavrilyeva**; North-Eastern Federal U., Yakutsk, Russia

Non-governmental organisations (NGOs) often pressure governments and companies to change solutions to social problems such as environmental degradation by shaping powerful resistance and forming coalitions. There are gaps in understanding how NGOs influence managers' interpretation of the significance of social issues and social groups in stakeholder and issue salience assessments. This paper aims to explore NGO activism in the Russian Arctic region that emerged during oil pipeline construction and outcomes of resulting regional legislation on social impact assessment and compensation extended to indigenous peoples. It is based on the analysis of qualitative data collected in 2006-2019 using Salience and Institutional Analysis and Design framework, which allows to examine the role of NGOs in elevating salience of indigenous peoples as stakeholders and their concerns within the nexus of business- government-community operating at operational, collective-choice and constitutional levels. The new regulation appears to address NGO activism at the collective-choice level, but actually limits NGOs' ability to influence radical change at the constitutional level of environmental governance. As a result, active participation of NGOs adds external legitimacy to government innovations, while paradoxically reifying the exclusion of indigenous groups from critical governance functions such as distribution of benefits and participation in modification of solutions.

[view paper \(if available\)](#)

Cross-Sector Partnerships for Sustainable Development: Understanding Community (dis)Engagement

Designated as a "Best Paper" for SIM

Author: **Ana Dahik**; IPADE Business School

The growing complexity of grand challenges such as sustainable development has drawn attention to cross-sector social partnerships (CSSPs) as platforms to solve wicked problems. In management studies in

general, and in CSSP studies in particular the “local” and the “community” have reemerged as operational spaces and units of study, yet the lack of a clear definition and the interchangeable use of community in the literature presents an opportunity for management scholars. By using an alternative conceptualization of community, which emphasizes communities as relational systems between actors relative to the purpose of the CSSP, this paper uses a case-study approach with three embedded units CSSPs for sustainable development of the bamboo industry in an indigenous region in Mexico. I propose a typology for the different types of engagement and disengagement of actors that affect and are affected by the CSSP relational system which goes beyond the partners and beneficiaries. I look at the factors that explain these different types of engagement and disengagement and how they affect the CSSP. This study contributes to the CSSP literature by broadening the scope of how we define CSSP communities and by deepening our understanding of interactions between system context, CSSP antecedents and the different types of engagement of the CSSP community.

[view paper \(if available\)](#)

Land Readjustment for Sustainable Development in Challenging Contexts

Designated as a “Best Paper” for SIM

Author: **Hossein Mohammadi**; Lecturer

Author: **David Pick**; Curtin U.

Author: **Dora Marinova**; full professor

Author: **Peter Newman**; Distinguished Research Professor

Achieving sustainable development is especially challenging in nations where armed conflict is occurring. This paper examines how land readjustment can be undertaken to support sustainable development of informal urban settlements in Kabul, Afghanistan. Through developing a substantive model from this exploratory case study, the research aims to improve understanding about land readjustment in challenging contexts and its contribution to the achievement of the United Nations Sustainable Development Goals. The findings suggest sustainable development can be supported through

Customised Land Readjustment. This involves implementation of specific management, financial, legal, and technical strategies that ensure the provision of required infrastructure and land tenure security, which in turn support the improvement of quality of life while maintaining the spatial integrity of the community. Keywords: land readjustment, public policy, sustainability, sustainable development goals, stakeholder management and influence, challenging contexts, Kabul, Afghanistan.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

Sustainability and Economic Development (session 1053)

Financial Inclusion in Emerging Markets Through Mobile Money – A Configurational Analysis (WITHDRAWN)

Author: **Christian Kabengele**; Heinrich-Heine U. of Dusseldorf

Author: **Rüdiger Hahn**; Heinrich-Heine U. of Dusseldorf

In the last decade, mobile money has financially included millions of unbanked people in emerging countries. However, neither country-level institutions nor firm-level strategies alone offer satisfactory explanations for mobile money's successful and widespread adoption. We therefore analyze which combinations of firm- and country-level factors explain the successful adoption of mobile money services? We perform a fuzzy-set Qualitative Comparative Analysis on a sample of 96 mobile money deployments in 43 emerging countries. Our findings reveal four distinct recipes for success: 'Oligopolists', two variations of 'Enabling Environments', and 'Fintechs'. Oligopolists can be successful irrespective of enabling institutions, if institutional voids are large. Two variations of enabling environments suggest that in most cases either enabling regulation or sufficient mobile and educational infrastructure are key for success. Lastly, a small group of fintechs are successful

SIM

Volunteering and Philanthropy (session 1051)

The Causal Effects of Employee Participation in Corporate Volunteering: Field Experimental Evidence

Author: **Florencio F. Portocarrero**; U. of California, Irvine

Corporate volunteering has become a central component of organizations' corporate social responsibility (CSR) strategy, with more than 90% of corporations currently supporting some form of employee volunteering with nonprofits and charities. However, it is unclear whether such initiatives are strategic from a human capital management perspective, as research to date has been unable to establish a causal effect of such initiatives on important employee outcomes, and we have limited understanding of the mechanisms through which such initiatives might benefit the firm. Implementing a field experiment on a sample of 221 new employees in a large Latin American bank, we find that employees who participated in a corporate volunteering initiative were less likely to leave the company than those randomly assigned to the control group. These employees reported lower levels of work stress; an important employee outcome unexplored in the CSR literature to date. Employees who participated in the initiative also reported higher organizational identification and

despite relatively developed financial services sector because the offer technologically sophisticated use cases. These findings provide recipes of how financial inclusion is most achievable in various combinations of firm- and country-level factors and they offer insights for policy makers regarding the necessary institutional framework. Furthermore, we contribute to theory by mobilizing institutional theory to demonstrate the ambiguous nature of institutions for firms with an inclusive business model.

[view paper \(if available\)](#)

Because there is no Plan(et) B: A Study of the Fossil Free Sweden Initiative and its Legitimacy

Author: **Naghmeh Nasiritousi**; U. of Stockholm

Author: **Julia Grimm**; Cambridge Judge Business School

Today the world faces a number of grand challenges that are both daunting and urgent to address. States have historically employed legislative and executive powers to direct societal actors toward common goals. Yet, the scale of the grand challenges that are to be addressed e.g. by the UN's Sustainable Development Goals include climate change and require significant changes to business as usual. The decarbonisation challenge in particular requires states to mobilise a range of actors in order to achieve structural changes in a legitimate manner. Consequently, we have seen the emergence of orchestration attempts by states, whereby they use soft or indirect forms of steering to coordinate and engage non-state actors in order to achieve policy objectives. This type of steering raises a number of pertinent questions: How can such an initiative gain legitimacy amongst the actors that it seeks to orchestrate and how can it maintain this legitimacy in the face of competing interests? Building on recent literature on legitimacy and the role of non-state actors in the fields of international relations and organisational studies, this paper uses the case of the Fossil Free Sweden initiative that the Swedish government launched ahead of the UN climate change conference in Paris in 2015 to highlight key factors and considerations in establishing and maintaining legitimacy in the orchestration of a varied set of non-state actors. Drawing on interviews

perceptions about the employer's social responsibility. Moreover, we show that these CSR perceptions mediate the effect of employee participation in corporate volunteering on employee attitudinal and behavioral outcomes. We advance the literatures on micro-CSR and corporate volunteering by shedding light on the mechanisms through which corporate volunteering can benefit firms and contributing causal evidence of these effects.

[view paper \(if available\)](#)

Helping Hand vs. Iron Fist: Corporate Philanthropic Disaster Response and Deregulation

Author: **Jigao Zhu**; U. of International Business and Economics

Author: **Sumita Sarma**; California State U., Bakersfield

Why and when do firms provide charitable giving in response to catastrophic events? How does it relate to firm performance? Based on the community-based corporate social-action model in a civil society, we argue that firms located in less-regulated regions engage in more philanthropic activities than firms located in more-regulated regions, which lead to improved firm performance. Based on data from Chinese firms' responses to the 2008 Sichuan earthquake, we find that firms operating in more deregulated provinces donated higher amounts than firms in less deregulated provinces following the disaster. Additionally, firms in more deregulated provinces were more likely to respond and with speed. We also examine the local community's normative pressure on corporate philanthropic disaster response and find that local donation events and amounts promote firms' donation actions. We thus suggest that managers take a preemptive attitude to this typical nonmarket social strategy to build competitive advantage for their firms.

[view paper \(if available\)](#)

Evaluation of Prosocial Behavior and Sacrifice Signaling

with the organisers of the initiative, as well as with members and non-members, this paper offers new insights into the legitimacy of orchestration with significant implications for how to understand rule-making and governance with the use of intermediaries.

[view paper \(if available\)](#)

Can High-Speed Rail Influence the Urban-Rural Income Equality in China? Social Exclusion Perspective

Author: **Yu Jia**; Wuhan U.

Author: **Yunqian Wang**; Wuhan U.

Existing studies have explored the influence of high-speed rail (HSR) on efficiency-related outcomes. However, little attention has been paid to the issues of social equity in relation with HSR. Based on social exclusion theory, we suggest that HSR could enlarge urban-rural income inequality, result in undermining social equity from the perspective of urban-rural income. Drawing on the methods of DID, PSM-DID, and the fixed effect model, we analyzed a panel data from 276 cities in China from 2006 to 2015, and found strong support for research hypothesis. The results show that the HSR would increase the urban-rural income inequality (i.e., reduced social equity in terms of economy). Furthermore, the positive effects of HSR on income inequality are highly heterogeneous depending on regional characteristics. In particular, when regional public transport accessibility is higher, the positive impact of high-speed rail on urban-rural income inequality would be weakened; when regional social security fiscal expenditure level is higher, the positive impact of high-speed rail on urban-rural income inequality would also be weakened.

[view paper \(if available\)](#)

Foreign Investors and Governance Quality in Extreme Institutional Environments

Author: **Geofry Nfortaw Agbor Areneke**;
Manchester Metropolitan U. Business School
Author: **Emmanuel Afolabi Adegbite**; U. of Nottingham

Author: **Gil Peleg**; Yeshiva U.

Author: **Daniel Shapira**; Ben-Gurion U.

Author: **Oded Lowengart**; Ben Gurion U. School of Management

When people act prosocially in public, they signal society about the nature of their identity. One reflection of this is by their sacrifices to help others. Using choice-based conjoint experiments, the authors evaluated the social recognition for prosocial behavior in the context of financial donations and volunteer work. The results reveal that the economic value of the donation is not the only factor in social recognition, as the benefactor's sacrifice signaling has a great impact on the social recognition although the sacrifice itself has no impact as far as the beneficiary is concerned. Moreover, the authors found that people grant higher social recognition for volunteering than monetary donations. The results also suggest that heterogeneity in the evaluator's social values and their resources yield different social recognition. Furthermore, although it seems that social recognition is mostly fixed, it can be manipulated by framing the beneficiary's needs.

[view paper \(if available\)](#)

How Aspiration-Relative Performance Affects Corporate Philanthropy

Author: **Li Tong**; Singapore Management U.

Author: **Ying Zhang**; Northwestern Polytechnical U.

Research on the economic slack perspective suggests that high-performing firms are able and willing to be involved in philanthropic activities, yet less attention has been given to the potential negative effects of being high performing. Drawing upon the red queen effect and the myopic loss aversion perspective, we argue that high-performing firms are saddled with large threat of declines in their future relative financial performance and then crowd out their long-term orientation, manifesting a low level of corporate philanthropy engagement. We identify the cause of such response to be the myopic loss aversion of executives. The degree of myopic loss aversion depends on the institutional environments and market conditions. We further document that firms owned by the state and

Author: **Michael Machokoto**; U. of Northampton
Author: **Abongeh Tunyi**; U. of Sheffield Management School

We draw on practice transfer theory to advance the corporate governance mobility literature by developing a framework that uncovers how foreign institutional investors (FIIs) transfer and improve on corporate governance practices of firms in challenging institutional environments. Using hand-collected data for 85 listed Nigerian firms covering 2011-2016 period, we show that FIIs bypass information disadvantage, weak governance enforcement institutions in extreme institutional environments by transferring good governance standards to firms in the host country of investment. More so, we show that the severity of FIIs transfer and enhancement of corporate governance quality of firms in challenging institutional environments is positively moderated by their legal origin. Specifically, FIIs from common law countries significantly enhance the ability of these investors to transfer and improve on the CG practices of firms in challenging emerging economies. On the other hand, high cultural distance between FIIs country of origin and the investment country negatively moderate this relationship. Our results are robust to the choice of estimation method, sample selection, and control for other factors that influence corporate governance practices. We also highlight theoretical and practical implications of the study.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

surrounded by a high level of religious atmosphere are less likely to experience myopic loss aversion, whereas market competition intensifies this perception of myopic loss aversion.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

(Re?)Interpreting Performance Feedback (session 1057)

Prior Experiences of Managers and Responsiveness to Performance Feedback (WITHDRAWN)

Author: **Vibha Gaba**; INSEAD

Author: **Sunkee Lee**; Carnegie Mellon U. - Tepper School of Business

STR

Antecedents and Consequences of Scope and Sustainability (session 1056)

Is Sustainable Strategy a Thing?

Author: **Jaan-Pauli Kimpimäki**; Lappeenranta-Lahti U. of Technology LUT

Author: **Laura Albareda**; LUT U., School of Business and Management

Author: **Philipp Meyer-Doyle**; INSEAD
Author: **Amy Zhao-Ding**; INSEAD

This study examines how the prior career experiences of decision makers systematically shape their responses to performance shortfalls. We posit that while prior experiences lead managers to develop greater levels of knowledge and skills, they also shape their mental models and enhance their beliefs about their abilities, their predictions, and their strategies, which in turn makes them less responsive to negative performance feedback. We find that more experienced and more specialized fund managers are less likely to initiate changes when faced with negative performance feedback compared with their less experienced or less specialized counterparts. Further, the context within which managers gained their prior experience matters. As performance deteriorates below aspirations, managers with prior experience in high-status organizations and those who have worked previously under munificent environmental conditions are also less responsive compared with their counterparts without such experience. Overall, our paper contributes to the literature on performance feedback by showing that prior experience of decision makers is an important factor that determines an organization's propensity to initiate strategic change in response to negative performance feedback. Further, the study also contributes to the human capital literature by highlighting a potential unintended side effect of accumulated human capital, namely lower responsiveness to negative performance feedback.

[view paper \(if available\)](#)

Inconsistent Performance Feedback and R&D Investment

Author: **Hugo Verver**; Tilburg U.
Author: **Tine Buyl**; Tilburg U.
Author: **Marius Meeus**; Tilburg U.

In this study, we examine to what extent inconsistent performance feedback (IPF) – i.e., a situation in which an organization performs above one, but below another aspiration level – affects R&D investment. Adjusting R&D investments is an intricate remedial action for publicly traded

Author: **Ivan Montiel**; City U. of New York, Baruch College

This paper investigates the degree of integration of modern conceptions of sustainability in strategy research over time with a bibliometric network analysis based on co-citation linkages over articles intersecting strategy and sustainability research. The findings display a comprehensive retrospective of the evolution of the intellectual structure of the sustainable strategy research space from a split between environmental and social aspects focused on firm and financial performance, to an increasingly specialized but fragmented field losing focus in central strategy research. The discussion identifies potential challenges of several assumptions underlying the contemporary theoretical approaches to strategy research in view of the increasing practical relevance of sustainability and proposes a research agenda for addressing these challenges.

[view paper \(if available\)](#)

Narcissistic CEOs in Family Firms: How They Shape Diversification

Author: **Julia Hautz**; U. of Innsbruck
Author: **Kurt Matzler**; U. of Innsbruck
Author: **Michael Mayer**; U. of Bath
Author: **Sebastian Schneck**; U. of Innsbruck
Author: **Christian Stadler**; Warwick Business School
Author: **Andreas Strobl**; Lancaster U. Management School

This paper explores the impact of CEO narcissism on family firms' product diversification strategy. In addition, we investigate how this relationship is shaped by family influence using a dataset of publicly traded German firms from 2005 to 2009. Our results show that more narcissistic CEOs have a negative impact on diversification. We suggest that belief in their own capabilities and skills to successfully manage a focused business and their desire for recognition override motivations to reduce risk and stabilize earnings which are typically associated with CEOs and are normally assumed to lead to higher levels of diversification. However, we find that this negative relationship between CEO narcissism and diversification is less pronounced

organizations, as it implies short-term performance improvement, but potentially at the expense of long-run competitiveness. We propose that organizations will respond to IPF in distinct ways depending on the salience of the inconsistent performance signals, as expressed in the extent to which performance deviates from both aspiration levels. Using a sample of 1,290 high-tech manufacturing firms from 1990 until 2017 (11,186 year-observations), we find that organizations cut their R&D investment in response to IPF, however, only when the negative performance feedback signal was larger than the positive one. This study enriches previous work on performance relative to multiple aspirations, by offering new insights into why organizations, under certain conditions, may respond differently to IPF. Keywords: Performance Feedback, Multiple Aspirations, R&D, Behavioral Theory of the Firm.

[view paper \(if available\)](#)

Has the Attention-Based View Changed Research on Attention in Organizations? A Systematic Review

Author: **Rian HJ Drogendijk**; U. of Groningen

Author: **Hammad Ul Haq**; U. of Groningen

In 1997, Ocasio attempted to highlight and revive research on attention in organizations by introducing the attention-based view of the firm (ABV), which specifically emphasizes the central role of social structures in the attention allocation of decision-makers. This has resulted in an increased interest among researchers for using an attention lens to study decision-making in organizations. We identified 94 articles studying attention in organizations in 43 journals through a systematic search in ISI Web of Science. Our review of these articles allows us to map what research has been done on attention and to investigate how the introduction of ABV has influenced the direction of research on attention in organizations. We conclude, however, that Ocasio's attempt to revive an interest in social structures has only partly succeeded. We discover some notable additions to attention research, in particular the concept of quality of attention and the focus on bottom-up attentional processing, but very few researchers have actually done full justice to ABV. Most importantly, there is a

with increased family ownership. We also find that the effect of CEO narcissism is less pronounced for CEOs who are family members. Overall, we find that family influence can restrict the narcissistic tendencies of family CEOs. Our findings thereby extend the research on the impact of CEO narcissism on strategic decisions by adding a family firm perspective.

[view paper \(if available\)](#)

Firm Heterogeneity and the Internationalization-Firm Performance Relationship

Author: **Abu Rehan Abbasi**; Indian Institute of Management, Bangalore

Author: **Rejie George Pallathitta**; Indian Institute of Management, Bangalore

There is a paucity of research that investigates the effect of governance mechanisms on the outcomes of internationalization in emerging market contexts. This paper attempts to address the lack of research on the effect of governance mechanisms on the outcomes of internationalization in emerging market contexts and focuses on two unique attributes associated with emerging markets, namely, family ownership and business group affiliation. In order to investigate these phenomena, we utilize an eleven-year longitudinal data set of 2,138 manufacturing firms from an emerging market (India) with a combined total of 17,212 firm-year observations. Specifically, our key finding indicates that a firm that has high levels of family ownership and is affiliated with a business group can change the nature of the underlying U-shaped relationship between internationalization and performance (I-P) to an inverted 'U' relationship. We also find that the threshold at which the change in the shape of the 'U' occurs is very close to the levels at which the owners get considerable control over the firm. Therefore, by integrating corporate governance literature with strategic management and international business literatures, our study represents one of the very few that simultaneously investigate the twin effect of key governance mechanisms (family ownership and business group affiliation) on the I-P relationship by operationalizing ownership in a manner that helps bring out the influence of the institutional context as well.

lack of problematization of the concept of social structures: only a handful of articles conceptually challenge it and collect relevant data for it. The result is that we risk losing sight of ABV, particularly of its core concept of social structures, and fail to develop novel insights on attention in organizations. We point out that future research can catch up and enable theoretical development of ABV through problematizing its core concept and designing more innovative empirical studies that allow proper testing of its assumptions and propositions. Doing so will allow us to contribute to a better understanding of how decision-making is done in organizations.

[view paper \(if available\)](#)

Neither More nor Less: Responsiveness to Performance Feedback and Subsequent Performance

Author: **Michal Jirásek**; Masaryk U.

Despite some contradictory findings and missing details on the process of performance feedback itself, the literature on the topic can largely explain why and when the firm strategy changes. While understanding the firm behavior has an enormous value, we are still unsure of the performance consequences of responses to performance feedback. This research aims to contribute to answering the question of the relationship between responsiveness to performance feedback (intensity with which the firm reacts to a given performance feedback message) and subsequent performance. Since the responsiveness has both positive and negative consequences, the relationship is theoretically assumed to be of an inverted U shape. That means that responding either too little or too much is detrimental for subsequent firm performance. Using data from U.S. manufacturing firms, the findings support the inverted U shape relationship between responsiveness and subsequent performance. Furthermore, the research shows the moderating effects of the firm's proximity to bankruptcy and the industry's R&D intensity on the relationship. The research contributes to the performance feedback literature and points out potential avenues for prescriptive advice to firms.

[view paper \(if available\)](#)

Imprinting Effects of IPO Underpricing on the Future Strategic Actions of High-Tech Firms

Author: **Stefan Wuorinen**; Michigan State U.

Author: **Gerry M. McNamara**; Michigan State U.

Author: **Lingling Pan**; U. of Pittsburgh

Prior research has shown that firm founding can leave an imprint on the firm and its managers that influences choices the firm makes years after founding. We extend this literature by showing how another epochal event in the firm's lifecycle, its initial public offering, imprints the firm and influences its actions years after the completion of the IPO. Focusing on high-tech IPOs, our findings show that when evaluating risk-related decision options, firm managers act in response to feedback they received in the IPO process. Further, these responses are moderated by the degree of inertia experienced by the firm and manager, with higher levels of inertia strengthening the imprinting effects. Thus, our research contributes to the imprinting literature by providing evidence for another sensitive corporate phase which imprints an influence on corporate decisions. We also contribute to the IPO literature by going beyond short-term effects of IPO performance to examine the long-term impact of the IPO event.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Board Decision-Making, Board Strategic Involvement, and CEO Turnover (session 1059)

An Empirical Test of the Assumption that Female and Male Directors Contribute Different Perspectives

Author: **Koen van den Oever**; Radboud U. Nijmegen
Author: **Richard Franciscus Johannes Haans**;
Erasmus U. Rotterdam

There is a substantial disbalance in the number of women versus men in leadership positions. Stereotypes about how women behave in such positions permeate popular discourse, yet little is known about whether and how female leaders are actually different from their male counterparts in their behavior, perspectives, and ideas—let alone how they shape important processes in their organizations. We investigate 110,221 statements made by directors during board meetings and unearth that women focus more on processual matters and that men are distinctly outcome-focused. The extent to which a diversity of female and male topics is discussed in turn increases the degree of monitoring by the board. Women thus do shape decision-making by focusing discussions on unique topics.

view paper (if available)

CEO Turnover in the Wake of Perceived Likelihood of Intervention By The Board Of Directors

Author: **Shuo Yang**; Kent State U.
Author: **Asli Musaoglu Arikan**; Kent State U.
Author: **Ilgaz Tahir Arikan**; Kent State U.

The central puzzle surrounding the sensitivity between firm performance and CEO turnover lies in the presumable efficiency of the boards of directors

STR

Business Groups and Nonmarket Strategy (session 1060)

Investment as Bargaining Chip

Author: **Minyuan Zhao**; Washington U. in St. Louis,
Olin Business School

Institutional environments are often considered exogenous in firms' investment decisions. While the non-market strategy literature has discussed various approaches that firms may adopt to influence their interactions with institutions, such discussion is mostly absent in the analysis of market strategies. In this paper, we argue that in countries with significant government discretion, firms may obtain better treatment from the local institutions by locating R&D or manufacturing—the types of investments usually welcomed by the local governments—in the host countries. Using a sample of global patenting and litigation records of the Fortune Global 500 companies from 2007 to 2014, we find that firms tend to have a better chance at obtaining patents, or reversing unfavorable patenting decisions at patent authorities, after their increased local R&D or manufacturing presence. The results are only significant in countries with weak legal institutions, and in countries with relatively weak domestic industries. The effect of investment on firm-specific experience with local institutions thus offers an alternative explanation for location decisions that may seem suboptimal when environments are treated as exogenous.

view paper (if available)

The Half-Life of Political Capital: An Examination of the Temporal Effects of Political Connections

Author: **Debtanu Lahiri**; HEC Paris
Author: **Goncalo Pacheco-de-Almeida**; HEC Paris

to monitor the CEOs' decision making, to determine the CEOs' performance and compensation, and to retain or to fire the CEOs. Further scholarly work examines other exogenous factors (i.e., external shocks) or observable structural and individual characteristics that undermine the judgment and decision-making of the boards. However, these extant studies inevitably overlook the CEOs' anticipation and possible preemptions facing the boards intervention by resigning as part of the decision-making process in managing their career concerns. Invoking the settling-up concept of Fama (1980), this paper provides a comprehensive examination of the role of unobservable cognitive decision-making factors that account for performance-induced CEO turnovers using a sample of publicly traded U.S. firms throughout 2004 to 2018. We find a U-shaped performance-induced CEO turnover, such that there are more CEO departures at the top or bottom performance deciles versus moderate firm performance. Our evidence is consistent with the concept of "settling up," that is, given the higher risk of within-tenure compensation or ex-post career opportunity losses, CEO turnover is less likely to be induced by firm performance. Instead, prior CEO departures proxy the level of board intervention and distort the CEO's decision-making to encourage departure when it might not be warranted. We conclude that given that replacing CEO is costly, increased probability of departure can be a neglected form of agency cost that is driven by increased board intervention. Our investigation of this new sample allows us to more fully understand CEO incentives to stay or to leave stemming from the anticipated risk of board intervention.

[view paper \(if available\)](#)

Are Quad-Qualified Directors Effective Board Monitors? An Analysis of CEO Turnover

Author: **Nikolas Feistkorn**; Leeds U. Business School
Author: **Iain Clacher**; Leeds U. Business School
Author: **Gianluca Veronesi**; U. of Bristol

The extant board governance literature has generally examined the relationship between the characteristics of directors and their monitoring performance in isolation. To overcome the

The primary objective of this study is to examine the temporality of the effects of firms' political connections. We use two separate DVs, persistence and volatility of firm performance. Using various sources, we constructed a panel data of over 5,000 firms located in 14 different countries. Our findings suggest that the effect of political connections lasts for around 6yrs. Besides, the effect is significantly positive only for above average performers. For others, though negative, the effect remains mostly insignificant. Furthermore, we find that legislative constraint on politicians has a very strong and negative moderating effect. We also find some evidence of negative moderating effect of political stability and efficiency of factor-market institutions. Our study makes a theoretical contribution by pointing out a firm-specific determinant of persistence and volatility, besides demonstrating that firms' political connections could overcome 'institutional voids' of the business environment. For estimation of persistence, we used random coefficient modelling technique on a first order autoregressive equation AR(1). Our methodology allowed persistence estimates to vary by firm and by time, thereby removing a major limitation of prior research. Additionally, for precise causal identification, we resorted to statistical matching techniques.

[view paper \(if available\)](#)

Transaction Cost Economics: A Global Logic of Governance Choice?

Author: **Ryan Angus**; West Virginia U.
Author: **Lyda S. Bigelow**; U. of Utah
Author: **Amit Pazgal**; Rice U.

In this paper we explore the extent to which transaction cost economics (TCE) generalizes across national cultures. In particular, we examine the effects of national cultural power distance, uncertainty avoidance, and masculinity on TCE's axiomatic market- favoring premise and asset specificity-driven logic of vertical integration. We adopt an experimental research design and administer a choice based conjoint survey to a sample of active app development entrepreneurs. We find that entrepreneurs in low power distance and low masculinity cultures tend to behave in ways

limitations of this approach, Hambrick, Misangyi and Park (2015, AMR) have proposed the board quad model, which combines the four individual directors' attributes of independence, expertise, bandwidth and motivation. In this paper, we investigate the validity of model in the context of CEO turnover decisions. To define whether individual directors are quad-qualified, we create composite measures of each attribute based on director-level employment, stock ownership & social network data and then construct an encompassing quad-qualification score. Using logistic regression analysis, we find that a greater presence of quad-qualified directors leads to a greater CEO turnover sensitivity to stock performance. Furthermore, we show that the turnover-performance sensitivity increases in particular for boards with three or more quad-qualified members. Implications for practice and theory are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

consistent with TCE's core predictions. However, we also find that entrepreneurs behave in ways that run counter to these prediction in high power distance, high uncertainty avoidance, and high masculinity cultures, preferring to govern low asset specificity transactions hierarchically and showing a greater preference for markets as asset specificity increases. Taken together, our findings suggest that TCE is an important—but far from universal—logic of governance choice, opening the door for the development of new theories of vertical integration that can better explain and predict behavior across national cultures.

[view paper \(if available\)](#)

Business Group Affiliation and Firm Strategy: A Competitive Repertoire Perspective

Author: **T V Arunkumar**; Indian Institute of Management, Tiruchirappalli

Author: **Manikandan Karayambadi Srinivasan**; Indian Institute of Management, Tiruchirappalli

We bridge the business groups and competitive dynamics view (in specific, competitive repertoire research stream) to examine competitive actions of business group affiliate firms vis-à-vis standalone firms. We posit that greater access to diverse resources, information and knowledge through the network of other firms in the business group enable affiliate firms to carry out a higher number—competitive repertoire intensity—and wider variety—competitive repertoire complexity—of competitive actions. Further, we theorize that access to significant amount of resources through the business group network and the accumulated knowledge and capability of group center in conceiving and implementing strategic actions will enable affiliate firms to exhibit higher competitive repertoire significance than standalone firms. In sum, we expect competitive strategy of business group affiliate firms to differ from that of standalone firms. We test our hypotheses on a sample of Indian firms during the time period 2009-2017 and find support. While extant research on business groups focus on 'what' and 'why' of business group affiliation, we enhance our understanding of business groups by engaging with 'how' business group affiliation influences firm strategy. We also

STR

Examining the Long-Run Dynamics of Firm Performance (session 1062)

Time to Unpack: Industry, Corporate, and Business Segment Effects on the Components of ROA

Author: **S. Trevis Certo**; Arizona State U.

Author: **Matias Kalm**; Tilburg U.

Author: **Jeffery LePine**; Arizona State U.

Organizational scholars have long been interested in the influence of industry, corporate, and business segment effects on organizational performance. Research on this important topic has used return on assets (ROA) as the indicator of organizational performance, and when this research is considered in the aggregate, there appears to be a general consensus regarding the role of these multilevel influences. However, theories of firm boundaries and value creation suggest that multilevel effects may influence the two conceptually meaningful components of ROA—income and assets—quite differently. This, together with properties of ROA that complicate statistical analyses, may obscure our understanding of the drivers of organizational performance that exist at different levels. We first examined this issue with a simulation and found that when a stable between-level (e.g., firm) effect influences both the numerator (e.g., income) and denominator (e.g., assets) to the same degree, estimates of the between-level effect dissipate almost entirely when the two components are combined as a ratio (e.g., ROA). We then used Compustat Business Segment data to assess the generalizability of our findings to organizations. Consistent with the results of our simulation, stable firm- and business-level effects on income and assets substantially exceed the corresponding

extend competitive repertoire research to a new organizational context in an emerging economy.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Institutional Ownership and Environmental Turbulence (session 1061)

Staying Out of Each Other's Way: Common Ownership and Competitive Dissimilarity in a Global Context

Author: **Judith Heigermoser**; U. of Goettingen

Author: **Jana Oehmichen**; U. of Groningen

Author: **Philip J. Steinberg**; U. of Groningen, Faculty of Economics and Business

Research on the implications of common institutional ownership (meaning that one investor owns a sizeable number of publicly traded shares in two rival firms – i.e., dyads) has recently gained traction. However, it is unclear whether the effects of common ownership on firms' strategies are transferable to the global domain, and whether national borders serve as boundary conditions. To gain a better understanding of these questions, we compiled an international dataset with 2,832 of the largest firms worldwide between 2008 and 2017, resulting in 136,410 dyad-year observations. We control for various confounding effects and confirm a positive relationship between common ownership and the competitive dissimilarity (i.e., unique competitive repertoires) of dyads. We also theorize on and test boundary conditions to that effect. First, we argue that within international dyads, firms are less likely to cannibalize each other, giving the common owner less reason to influence strategy. Second, when the majority of common owners come from a different country than the firms, owners suffer from an information disadvantage and are less able to serve as informational bridges. For both boundary conditions, we find negative

effects on ROA. Together, these results suggest that our theoretical understanding of organizational performance would be well served by research that considers income and assets separately.

[view paper \(if available\)](#)

A Temporal View on the Performance Effect of R&D and Advertising Expenditure

Author: **Sascha Erben**; Heinrich-Heine U. of Dusseldorf

This study discusses and empirically tests a dynamic perspective on R&D and advertising expenditure's effects on firm value. We provide theoretical reasoning for why dynamic forces at the industry level should affect how expenditures in R&D and advertising translate into firm value. Subsequently, to test these expectations, we introduce expenditure strategy measures that capture a firm's expenditure decisions relative to recent changes in industry-level dynamics in the fields of R&D and advertising, namely opportunity and expropriability. In two large panel datasets of established United States manufacturing firms, we find that firms can create value by taking recent changes in these factors in their industry into account for expenditure decisions in R&D and advertising. The value potential of doing so is substantial and hence calls for a more dynamic approach towards R&D and advertising over time.

[view paper \(if available\)](#)

Contextualizing Capabilities: Moving Beyond the Firm to Understand Sustainable Competitive Advantage (WITHDRAWN)

Author: **Matthias Kipping**; Schulich School of Business

Author: **Takafumi Kurosawa**; Kyoto U.

The purpose of this paper is to provide a broader, more historical understanding of what allows firms to succeed over the long run. The recent strategy literature has tried to explain sustainable competitive advantage based on a series of innovative conceptual frameworks such as "resources", "core competencies" and the

moderation effects on the relationship between common ownership and competitive dissimilarity, which supports our argumentation.

[view paper \(if available\)](#)

Master of Puppets: How Common Ownership Interferes with Competitive Dynamics in Platform Markets?

Author: **Bilgehan Uzunca**; ESADE Business School / Ramon Llull U.

Author: **Kubilay Cirik**; Louisiana State U.

Author: **Umit Ozmel**; Purdue U., West Lafayette

Why does a company dominate certain markets with rigor while exiting other seemingly equally attractive ones? The answer to this question might lie in "who calls the shots at that company and the rest of the industry." We investigate the implications of "common ownership", which occurs when institutional investors simultaneously hold equity positions (i.e., minority shareholdings) in several (or all) natural competitors within a concentrated industry. We extend prior research on common ownership towards platform markets where the industry-wide value creation mechanisms significantly differ from that of the traditional markets due to the multi-sidedness. We provide a systematic explication and assessment of when and under what conditions common owners might have higher incentives to interfere with competitive dynamics toward profit maximization of the portfolio of the firms over which they have ownerships, rather than maximization of an individual firm's profit per se. We distinguish between several platform characteristics across different institutional settings and suggest that—in comparison to the baseline scenario where platforms do not have a common owner (i.e., separate ownership)—the presence of common ownership in platform markets might lead to common owner's interference, which might dramatically shape the competitive dynamics within the industry.

[view paper \(if available\)](#)

particularly popular “dynamic capabilities”. While providing relevant insights, these approaches have left some of the important theoretical and empirical challenges regarding firm survival and success unanswered. Based on recent studies of the long-term evolution of a wide range of industries, we therefore argue that it is both necessary and helpful to go beyond firms and firm heterogeneity and examine industry and location as additional “loci” of capabilities and drivers for lasting competitive advantage.

[view paper \(if available\)](#)

Active Slack, Balanced Capability Portfolios, and Firm Performance

Author: **Cristina Oana Vlas**; U. of Massachusetts, Amherst

Leveraging previous dynamic capabilities research, we investigate the unique role that active slack—recoverable R&D and inventories—may play for the performance of firms developing capability portfolios to renew and thrive in high-velocity environments. We see balanced capability portfolios as firms’ efforts to develop sensing and seizing capabilities simultaneously within or across internal and external modes of organization. For a sample of software firms, our findings reveal that in high-velocity environments, active slack has a direct positive effect on firm performance and a positive moderating effect for firms maintaining balanced capability portfolios within either internal or external modes. However, for firms maintaining balanced capability portfolios across internal and external modes, active slack has a negative moderating effect. Our findings advance the dynamic capabilities perspective and inform scholars and practitioners on the importance of active slack in high-velocity environments.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

The Impact of Environmental Uncertainty and Leverage on Firm Restatements

Author: **Grigorios Livanis**; Ohio U.

Author: **J Michael Geringer**; Ohio U.

Author: **Aaron Wilson**; Ohio U.

This study examines the relationships of environmental uncertainty and leverage with financial restatements, using a sample of 5,454 organizations that were audited by 582 unique auditors, including 3,406 restatements. As hypothesized, we find a higher likelihood of subsequent restatement of an organization’s financial statements, both overall and for Big R restatements, for organizations with increased environmental uncertainty and higher relative levels of leverage. The interaction of environmental uncertainty and leverage was also linked to increased likelihood of restatement. Implications for theory and practice are addressed.

[view paper \(if available\)](#)

Facing Turbulences with Organizational Slacks in a Corporate Scandal: Firm Value and Risks

Author: **Dimitri Simonin**; UTS Business School

Author: **Jan Hohberger**; U. Ramon Llull, ESADE Business School

Corporate scandals happen not only when firms and managers deliberately commit fraud and harm the environment but also when firms have to recall malfunctioning products. Corporate scandals are more frequent than ever. Since information can be accessed easily and spread instantly, local issues quickly become global corporate scandals, which increases their strength and decreases the time for firms to implement a recovery plan. Corporate scandals bring uncertainty to the future of the firm’s financial health. Thus, they decrease expectations for returns and increase volatility of future cash-flows. Organizational slacks are resources detained by a firm to face an unexpected event. We believe they serve as a buffer in a situation of corporate scandal. Our study aims to determine the buffering role of organizational slacks can generate, when a corporate scandal hits a firm. To measure it, we use the event study methodology. We perform both short-term and long-term event study analyses. The

former is based on a sample of 362 North American listed firms regarding 1,940 corporate scandals, from 2007 to 2018, and it measures the difference between the normal stock returns of the firms and the stock returns happening on the days surrounding the corporate scandal. The latter is based on 333 North American listed firms regarding 1,719 corporate scandals, from 2007 to 2018, and it determines the fluctuations of the idiosyncratic risk in a period of 252 days following the corporate scandal. Our findings reveal key insights into the role of organizational slacks in a corporate scandal situation. Moreover, we analyze the buffering effect of organizational slacks in an unstable environment by introducing the moderating role of market turbulence. Results show that: (1) a corporate scandal has a negative impact on the firm value and firm volatility; (2) organizational slacks have a positive impact on the scandal's negative effect on the firm value and firm volatility; (3) and, detaining organizational slacks increases the negative effect of the corporate scandal on the firm value in a turbulent market environment, but mitigates firm volatility in the same environmental conditions. Our primary contribution is to the management-finance literature, in the way that we integrate research on organizational slacks and corporate scandal literature with frequent changes in fit between market and management decisions. Our second contribution is to managers, as we bring novel insights into the ways of mitigating the negative effect of a corporate scandal with organizational slacks.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Knowledge and Innovation: Organizational Learning (session 1063)

[Learn from Failure or Exit? Evidence from Executive Turnover Following Product Recalls](#)

Author: **Lale Guler**; U. of Texas at Austin

What is the likelihood of turnover if an organization

STR

Learning and Innovation in M&A Processes (session 1058)

[When and Why Advisory Firms Help Acquisition Performance: The Role of Contemporaneous Capital](#)

Author: **Gonzalo Molina Sieiro**; Florida State U.

Author: **Bruce Lamont**; Florida State U.

Author: **Katia De Melo Galdino**; Georgia Southern U.

has not been learning from failures? Which firm strategies and actions moderate turnover following an adverse corporate event? Prior research has focused on the antecedents of failure learning while overlooking these questions. Using a dataset of product recalls as a setting for organizational learning, I document that the likelihood of turnover substantially increases for the executives of firms that have recent recalls relative to the executives of the propensity-score matched, nonrecall control firms. Furthermore, executives become more likely to exit if the recalls are reputational shocks; less likely to exit if a firm responds to consumer complaints proactively, and is strong in CSR. The results contribute to our understanding of the managerial consequences of failure learning.

[view paper \(if available\)](#)

When the Truth Hurts: Performance Perception Inaccuracy and Organizational Learning

Author: **James Oldroyd**; Brigham Young U.

Author: **Peter Micah Madsen**; Brigham Young U.

Author: **Lisa Mali Jones Christensen**; Brigham Young U.

Author: **Shad S. Morris**; Brigham Young U.

Organizational learning can result from both successes and failures, but what happens when organizational actors interpret a project as a success when standards suggest it was a failure (or vice versa)? Success drives organizational members to reinforce existing knowledge and routines, while failure drives organizations to search for causes and discover new routines to correct the flaws that produced failure. While considerable research examines how experiences influence learning, research has yet to explore how perceptions of prior performance affect organizational learning. Using office-level data from all offices of a global financial services firm, we explore how the accuracy of project performance perceptions affects subsequent learning from project experience. We find that organizational learning from project experience is compromised when prior project performance is misperceived as being overly positive or overly negative. We also find that prior experience and the level of effort expended in evaluating prior projects attenuates performance perception inaccuracy.

Author: **Kimberly M Ellis**; Florida Atlantic U.

Author: **David R. King**; Florida State U.

Author: **Janice M. Gordon**; Florida State U.

M&A research suggests that advisors can help and hurt acquisition performance. However, few studies consider that these attributes may be interrelated. To capture this interrelationship, we focus on four sources of knowledge—contemporaneous capital (advisor's concurrent experience working with multiple acquirers), relational capital, the acquirer's knowledge from its prior acquisitions, and the acquirer's knowledge of the target's industry. Building on learning and agency theories, we hypothesize that the positive performance effect of contemporaneous capital is moderated by relational capital, acquisition experience, and industry similarity. Using a large sample of deals over an 18-year period, we find that advisors generally help their clients (as reflected in higher performance) but tend to exploit their clients' vulnerabilities (leading to lower performance) when they lack contemporaneous capital.

[view paper \(if available\)](#)

Value Drivers from Prior Alliances with Targets in Mergers and Acquisitions

Author: **Hang Nguyen**; Eli Broad School of Business, Michigan State U.

Author: **Ranjani Krishnan**; Eli Broad School of Business, Michigan State U.

Author: **Satish V. Joshi**; Michigan State U.

Acquisitions are often associated with insipid performance returns for the acquirer for many reasons, the most prominent of which is information asymmetry. Prior alliances with the target firm can attenuate losses from asymmetric information and yield higher returns for the acquirer. Using learning, network, and property rights theories, we study acquisitions of alliance targets and calibrate the extent of value enhancement as a function of three sets of moderating factors – alliance-, network-, and market. Alliance-level factors include quantity, duration, and diversity. Network-level factors include network centrality, efficiency, and reputation. Market-level factors include demand

These results imply a partial remedy such that practice, attention, and effort can reduce misperceptions about performance and enhance organizational learning. In general, our research highlights the role and importance of performance perceptions in the organizational learning process and reveals that performance misperception can sabotage experiential learning.

[view paper \(if available\)](#)

The Role of Organizational Learning Orientation on Corporate Political Activity

Author: **Izuchukwu Evans Mbaraonye**; U. of Nebraska, Lincoln

Author: **Varkey Titus**; U. of Nebraska, Lincoln

Author: **Mirzokhidjon Abdurakhmonov**; U. of Nebraska, Lincoln

Corporate Political Activity (CPA) is an investment spurred by strategic motivations. While research on CPA in growing, little is known about how a firm's innovative efforts may motivate its participation in CPA. We link a well-known motivation for CPA—to mitigate uncertainty—to the risky and uncertain activity of organizational learning. We build on the CPA literature with insights from the exploration-exploitation framework of organizational learning to investigate the role of a firm's learning orientation on the investment in CPA. Specifically, we propose that exploration oriented firms invest more heavily in CPA than other firms. We then argue that this relationship is attenuated by the strength of regulation in the focal firm's industry, and strengthened by the munificence of the focal firm's industry. We test our hypotheses on a sample of 926 firms, and find general support for our hypotheses.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

uncertainty, competition, and technology intensity. Analysis of 1,499 acquisitions that occurred between 1990 and 2015 indicates that while alliance partner acquisitions are associated with higher stock returns for the acquiring firm, the aforementioned moderators affect the extent of returns. We find evidence of non-linear returns from alliance-level moderators, quantity and duration, and positive returns from market-level moderators. Some of the network-level benefits accrue at the time of the alliance announcement itself, leaving little residual value gains at the time of the acquisition. Our study contributes to a richer understanding of the drivers of value from prior alliances with the acquisition target.

[view paper \(if available\)](#)

Internationalization of R&D Through Alliances or Joint Ventures?

Author: **Shu Deng**; U. of Texas at Dallas

Author: **Jiyu WANG**; U. of Texas at Dallas

Author: **Songcui Hu**; U. of Arizona

How do firms select different forms of partnerships, i.e., non- equity-based alliances or equity-based joint ventures (JVs), in the process of internationalization of research and development (R&D)? We argue that the interplay of information processing and interorganizational learning perspectives can help better understand this decision making. The information processing perspective emphasizes information load as a mechanism of selecting different types of global R&D partnership, suggesting that a firm with high information load, as indicated by its partnership diversification, may choose R&D alliances to avoid the problem of information overload. In contrast, the interorganizational learning perspective highlights knowledge transfer as a mechanism, indicating the disadvantage of alliances in the global R&D partnership choice. Furthermore, we argue technological distance and repeated partnership are boundary conditions under which the effect of partnership diversification on the likelihood of selecting alliances is promoted or prohibited. Using a sample of cross-border R&D alliances and joint ventures in a multiple-country setting, we find supportive evidence of our theoretical predictions.

This study contributes to the literature on the R&D internationalization.

[view paper \(if available\)](#)

Who Gains from M&A? The Effect of Industry Life Cycle on Post-M&A Innovation Performance

Author: **Kyungsoo Kim**; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

Mergers and acquisitions (M&A) are popular strategies for firms seeking innovations, but previous studies show contradicting results about the effect of M&A on post-M&A innovation performance. I argue that the interplay between industry life cycle and firms' incentives for innovation activities plays a critical role in determining the post-M&A innovation performance of acquiring firms. In this study, using datasets of granted patents and M&A transactions between 1980 and 2000, I analyze the effect of M&A on post-M&A innovation performance of acquiring firms. In particular, I focus on industries in the declining stage in which firms are desperate for but not able to create fundamental innovation due to their rigid structure. Industries are identified based on 3-digit SIC codes, and declining industry is defined through the sales growth rate, firm entering rate, and annual stock return. The results show that M&A transactions in declining industries lead to better post-M&A innovation performance of acquiring firms. Furthermore, diversifying M&A has more positive effect on innovation performance than consolidating M&A in declining industries. However, as an industry becomes more concentrated, the positive effect of M&A in declining industry decreases significantly. The study contributes to the existing literature on M&A by clarifying the key sources of conflicting findings with regard to post-M&A performance

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Non-Patent Intellectual Property Protection, Human Capital, and Technological Competition (session 1067)

Beyond Patents: Comprehensive Approaches to Protecting Valuable Knowledge

Natarajan Balasubramanian; Syracuse U.
 Martin Ganco; Wisconsin School of Business
 Evan Penniman Starr; U. of Maryland, College Park

Trade Secrets and Entrepreneur-Incumbent Collaborations

Vikas A. Aggarwal; INSEAD
 Jaeho Kim; Harvard Business School
 Andy Wu; Harvard Business School

Trade Secrecy, Transportation Networks, and Innovation

Andrea Contigiani; The Ohio State U. Fisher College of Business
 Marco Testoni; Tilburg U.

Entrepreneurship and Inequality: The Role of Incumbent Firms

Francesco Castellaneta; SKEMA Business School
 Raffaele Conti; Catolica Lisbon School of Business and Economics
 Aleksandra Joanna Kacperczyk; -

Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Processes, Structure, and Design: Inter-Firm and Intra-Firm Alliances (session 1055)

Channel Diversification, Conflict, and the Moderating Role of IT and Institutional Development

Author: Tingyu Lu; School of Management, Xi'an Jiaotong U.

Author: Guijun Zhuang; Xi'an Jiaotong U.

Author: Ruqi Li; School of Management, Xi'an Jiaotong U.

Using the survey and secondary data of Chinese manufacturers, this study assesses whether and how channel diversification affects hybrid channel conflict, as well as the moderating role of IT resources and institutional development. We conceptualize hybrid channel conflict as a dual-dimensional construct, comprising the inter-channel conflict and the intra-channel conflict. We find that a firm's channel diversification in an emerging economy can function to engender hybrid channel conflict. Specifically, when firm's IT resources increase, the effect of its channel diversification on inter-channel and intra-channel conflict decrease. Additionally, when a nation's institutional development increases, the effect of the firm's channel diversification on inter-channel conflict decreases, while its effect on intra-channel conflict is not significant. Our findings integrate the system-based view (open systems theory), which views a firm's multichannel system as an open system, and resource- and institutional-based view, which notes that IT resources and institutional development in emerging economies have critical influences on the relationship between channel diversification and hybrid channel conflict. Overall, this paper enriches the related literature by ascertaining whether and how hybrid channel conflict can be generated in the multichannel system.

view paper (if available)

Attention to New Product Development in Alliances

Author: Ricarda B. Bouncken; U. of Bayreuth

Author: Martin Ratzmann; U. of Bayreuth

Author: **Roman Barwinski**; U. of Bayreuth
Author: **Jeff Covin**; Indiana U.

This paper extends the attention based view to alliances between buyer and supplier firms on product innovation. Attention of both firms increases when detailed specifications regarding the product's parameters (e.g. functional principles, features, design elements) are developed and applied in the course of the alliance. Data collected from 279 European manufacturing firms reveal that moderate levels of "post-formational specifications" proposed by the buyer firm are associated with "superior" new product offerings by the supplier. Less superior products result when the specifications by the buyer are either minimal or high. Mutual knowledge creation is associated with increased attention of both partners so that they constructively work together even when the level of constraints in post-formational specifications is low or high. Thus, the attention related to mutual knowledge creation in the alliance enhances new product superiority of the supplier as well as moderates the relationship between the level of specifications and new product superiority.

[view paper \(if available\)](#)

Employees' Yin and Yang Mindset and Intra-Firm Coopetition in Growth Companies

Author: **David An**; EBS Business School

Author: **Markus Kreutzer**; EBS Business School

Current research lacks an understanding of how employees view the paradox of intra-firm coopetition (IFC), top management orchestration of IFC, and resulting employee behavioral strategies and actions. Based on a single case study of ALPHA Plus, a wholly owned subsidiary of ALPHA Corporation, one of the leading mobile messengers in Asia, we find organizational context and top management orchestration to influence how employees perceive the salience of IFC. How employees respond, however, largely depends on their cognitive frame, the Yin and Yang mindset (YYM). Depending on their YYM, employees either apply strategies that benefit from IFC such as balance and seize or they apply deceive and reject strategies. Our study is based on a grounded theory

approach and contributes to the understanding of cognitive foundations and behavior of employees towards the phenomenon of IFC by integrating the Asian philosophy of Yin and Yang which we define along three dimensions: ubiquity, necessity and oneness.

[view paper \(if available\)](#)

Organization Structure Matters: R&D Centralization and Alliance Governance

Author: **Sandip Bisui**; U. of Colorado Boulder

Author: **Kun Zhang**; Peking U. HSBC Business School

Author: **Jeffrey J. Reuer**; U. of Colorado, Boulder

Author: **Dutt Dev Harsha Tadikonda**; U. of Colorado, Boulder

We bridge current streams of corporate strategy and cooperative strategy research to investigate the potential implications of organizational structure for alliance governance in technology partnerships. We propose that in an alliance between a client firm and an R&D firm, the client firm's internal structure of R&D plays an important role in the alliance design and governance, specifically in determining the scope, interdependence, and contracting of alliance activities and the distribution of control rights. Using data from alliances in the bio-pharmaceutical industry, we find that firms with centralized R&D structure tend to engage in alliances with broader scope and higher task interdependence, and they are more likely to capture the upstream control rights through the design of R&D contracts. We therefore extend research over several decades that has examined the organization and structuring of alliances themselves to highlight the importance of parent firm organizational structure for the ways that firms set up alliances.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

STR

State Ownership in the Spotlight
(session 1064)

STR

OMT

TIM

**When is State Capitalism More Sustainable?
Minority State Ownership and Environmental
Performance**

Author: **Pete Tashman**; UMass Lowell

Author: **Addis Gedefaw Birhanu**; EMLYON Business School

Author: **Tatiana Kostova**; U. of South Carolina

Author: **Marc Van Essen**; U. of South Carolina

Author: **Steve Sauerwald**; U. of Illinois at Chicago

Using resource dependence and institutional theories, we examine how minority state ownership affects firm's environmental performance across different national contexts. Minority state ownership is increasingly common globally as a form of government control over business. We propose that it makes firms more dependent on governments and responsive to home country institutional pressures and state expectations for environmental protection. We find empirical support for our model—minority state owned firms have better environmental performance, especially in countries with stronger pro-environmental regulatory and normative institutions and weaker pro-environmental cultural-cognitive institutions. Our study contributes to research on how minority state ownership affects corporate environmental behavior by developing a novel integration of resource dependence and institutional theories, and uncovering nuances in how different institutional pillars influence organizations.

[view paper \(if available\)](#)

More Estranged Bedfellows: Reform of State-Owned Local Partners and Ownership Realignment

Author: **Tao Wu**; National U. of Singapore

Author: **Andrew Delios**; National U. of Singapore

The establishment of the State-owned Asset Supervision and Administration Commission (SASAC) was announced in 2003. This increased the pressure of state-owned enterprises (SOEs) to improve performance. How did this influence the dynamics of ownership structure of international joint ventures (IJVs)? We contend that when SOEs are

The Strategic Dynamics of Imitation and Diffusion (session 1066)

Imitation and diffusion remain central concerns for scholars from diverse disciplines and backgrounds such as economics, organizational sociology, and strategy (see Lieberman & Asaba, 2006; Strang & Soule, 1998; Young, 2009). This research has predominantly focused on the conditions that enable or deter imitation, and to a lesser extent the performance consequences for imitators versus innovators or early entrants. The findings are mixed on the extent to which imitative efforts harm or benefit the performance of early versus later entrants. Moreover, the recent proliferation of open-source strategies calls into question the established wisdom that imitation necessarily harms the performance of innovators. It may thus be time to employ more sophisticated empirical strategies to uncover what drives the strategic dynamics of imitation and diffusion, and to reinvigorate the debate by focusing on the mechanisms that shape imitative behavior and the ensuing competitive dynamics. This symposium brings together three tightly connected papers by authors from a range of backgrounds and vintages, and two discussants who have shaped the debate, to address several questions informed by contemporary empirical research: (1) How and when can an imitative product harm (or improve) the performance of the original? (2) How does the order in which firms expand their scope affect their performance? Is it the case that early entrants benefit and laggards suffer as a result of the bandwagon effect? Relatedly, (3) even if early-mover advantage and laggard costs are found, are these driven by intrinsic benefits of moving early rather than late, or is this a matter of fit where selection drives results instead? (4) What explains an industry's low deterrence of imitation, followed by vigorous patenting? Beyond shedding light on a set of complementary questions, this symposium aims to identify important areas for future research on imitation and diffusion by distilling key lessons from this literature, from opening the debate on identification and endogeneity in assessing the impacts of early versus late imitation, to articulating the specific mechanisms that underpin firms' strategic choices in terms of imitation.

forced to compete for survival they have more incentives to appropriate valuable assets of foreign firms through IJVs. Hence, we believe that upon the rise of SASAC foreign firms have stronger motivation to exclude SOEs from joint ventures to avoid appropriation by increasing equity share while SOEs need to maintain their ownership position to enable appropriation. Overall, these two competing forces may lead to inconclusiveness in the dynamics of equity share. To tease out them and demonstrate the tension, we differentiate between sensitive and non-sensitive industries in terms of foreign ownership and argue that the results of the wrestling between these two forces vary in two types of industries. The results from analyses based on the longitudinal data of Sino-Japan joint ventures in China reveal two opposite impacts of SASAC on foreign equity of SOE-owned IJVs in sensitive and non-sensitive industries, which is also moderated by the level of administrative affiliation of SOEs (i.e., central government or local government).

[view paper \(if available\)](#)

Government Ownership in the Middle East and North Africa

Author: **Julia Barbar**; U. of St. Gallen

Author: **Canan Mutlu**; Kennesaw State U.

Our study investigates the impact of government ownership on firm performance in the MENA region. While extant studies have presented mixed findings with diverse samples from developed or developing countries, state-owned enterprises in the Middle East and North Africa (MENA) region have received little attention despite their substantial scale. Based on a sample of 1215 MENA firms from year 2010 to 2017, we examine the relationship between government ownership and firm performance. Furthermore, we unpack this relationship by scrutinizing the moderating roles of pyramid ownership structure and government identity (domestic vs. foreign). We find that government ownership enhances firm performance in the MENA region. However, the advantages of government ownership diminish if such state-owned enterprises have lengthy control chains or foreign identity.

[view paper \(if available\)](#)

Selection in Early Mover and Bandwagon Effects: Assessing US Banks' Scope Expansion Payoff

Nicola Cetorelli; Federal Reserve Bank of New York

Michael G Jacobides; London Business School

An Unintended Consequence of Imitation: Unpacking How and When an Imitative Product can Harm

Erdem Yilmaz; Department of Management and Technology, Bocconi U.

Ivana Naumovska; INSEAD

Innovation and Imitation: Design in the Global Tire Industry.

Jung Kwan Kim; Temple U.

Vivek Tandon; Fox School of Business, Temple U.

Ram Mudambi; Temple U.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

Corporate Pyramids and SOE Innovations
(WITHDRAWN)

Author: **Joyce Wang**; St. Cloud State U.

Author: **Mike W. Peng**; U. of Texas at Dallas

Author: **Jingtao Yi**; Renmin U. of China

Author: **Xiuping Zhang**; The U. of International
Business and Economics

Why do some state-owned enterprises (SOEs) embrace innovations during economic transitions, when institutional logics move from state socialism to market capitalism? The rise of a market capitalism logic espousing competition and innovations challenges traditional SOEs' state socialism logic that prioritizes central planning. We posit that these challenges, stemming from the grip of the state as the ultimate owner, may be mitigated for some SOEs in corporate pyramids. A pyramid features SOEs being organized into chains of firms, creating indirect ownership and control through pyramidal layers. Such layers insulate government intervention in lower-tier SOEs, loosening the grip of the state socialism logic and facilitating the transition towards the market capitalism logic, as reflected in more SOE innovations. Leveraging a sample of SOEs in China, we find that SOEs innovate more when the number of pyramidal layers between them and the state increases. Additionally, the innovation-facilitating role of pyramids hinges on industry regulations and institutional development. Overall, this paper integrates research on institutional logics and corporate pyramids to deepen our understanding of SOE innovations.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ENT

**Angels, Venture Capital, and Finance
3 (session 987)**

ENT

Crowdfunding 1 (session 988)

**Away from the Crowd? Specialization of VC
Investments in the Equity Crowdfunding Era**

Friends in Low Places: Status, Structure and Venture Capital Syndicate Performance

Designated as a "Best Paper" for ENT

Author: **Jiguo Qi**; The School of Economics and Management, Tsinghua U.

Author: **Steven White**; Tsinghua U.

Author: **Wei Zhang**; Tsinghua U.

This study explores the short- and long-term performance implications of different configurations of status composition (high, low) and internal structure (lead, non-lead roles) in syndicated venture capital investments. In contrast to prior work that has focused on the signaling effect of individual VC status and the relationship to investment outcomes, we argue that syndicates are more complex and that status and structure interact and have a strong impact on long-term performance. We test our hypotheses using a dataset of 2,069 syndicated VC investments in China. In line with signaling theory, we find that syndicates with a high-status lead VC have a greater likelihood of a venture receiving a subsequent round of financing. Results for long-term performance are quite different. Syndicates of two low-status VCs or a lead high-status VC with a low-status non-lead VC had significantly higher likelihoods of a successful exit than syndicates of two high-status VCs.

[view paper \(if available\)](#)

Irrigation Canals: Foreign Venture Capital Investment and Cross-Border Knowledge Spillovers

Author: **Roberto Santos**; U. of Massachusetts, Lowell

Author: **Yi Yang**; U. of Massachusetts, Lowell

Prior studies have documented that VC investments provide channels facilitating knowledge flows through investment relationship networks. Such knowledge diffusion, although it may help entrepreneurial companies overcome initial resource constraints, can undercut their competitive advantages by leaking their intellectual properties to competitors in domestic and international markets. The potential for unwanted spillovers may even adversely affect a nation's competitive advantage. This study examines whether and how foreign VC investments in a host country's industries are

Author: **Yuan Shi**; Cornell SC Johnson College of Business

How does equity crowdfunding affect venture capital firms' investment decisions? VCs may be attracted to the new market opportunities identified by crowdfunding investors and thus diversify their investments. VCs may also seek to differentiate from the crowd by positioning as dedicated experts, and thus become more specialized in their investments. I test these competing explanations by examining VC investments following the legalization of equity-based crowdfunding in more than twenty states during 2009-2017. I find that VCs make more specialized investments after the crowdfunding policy shocks in their home states, but the effect is attenuated when VCs and crowdfunding investors share similar investment focus. Mechanism tests show that specialization is driven by a crowding-out effect, while diversification is explained by a lead-in effect.

[view paper \(if available\)](#)

A Value-Based View of Crowdfunding Rewards and Crowdfunding Performance

Author: **Han Jiang**; Tulane U.

Author: **Zhiyi Wang**; U. of Colorado Boulder

Author: **Lusi Yang**; U. of Arizona

Author: **Jia Shen**; Oregon State U.

Author: **Jungpil Hahn**; National U. of Singapore

In this study, we integrate the insights of consumption value theory and the crowdfunding literature to develop a value-based view of crowdfunding rewards to systematically theorize and synthesize the underlying mechanisms through which the various rewards offered by crowdfunding projects can incentivize crowdfunders' backing decisions. Identifying three basic value dimensions carried by different crowdfunding rewards: utilitarian value, socioemotional value, and participatory value, our value-based view posits that these three values satisfy crowdfunders' different needs and thus motivate them to back a project on distinct grounds and considerations. Through this view, the performance of a crowdfunding project can thus be theorized as the joint effects of the three values delivered by all the rewards it offers.

associated with knowledge spillovers in their home countries. Using a dataset of foreign VC investments in 27 U.S. critical industries and related patenting activity between 2007-2017, we find counterintuitive evidence that increased foreign VC investment in U.S. critical industries is actually associated with knowledge spillovers in an inverted U-shaped relationship. Such a relationship is also moderated by home country intellectual property regimes and technology gaps between the home and host countries.

[view paper \(if available\)](#)

The Changing Resource Needs of New Ventures and Venture Capital Syndicate Expertise Diversity

Author: **Yu Liu**; U. of Texas at Dallas

Author: **Haemin Dennis Park**; U. of Texas at Dallas

Employing a dynamic view of the resource dependence perspective (RDP), we examine how changing resource needs of new ventures will drive lead venture capitalists (VCs) to reach other partners for heterogeneous resources. A greater number of partners will increase the group resource heterogeneity, but they will also dilute lead VCs' power over other partners and increase coordination costs in managing the group. Hence, we argue that the formation of a multiparty coalition is navigated by changing resource needs and leaders' power constraints concern. We test our hypotheses by examining how lead venture capital (VC) investors compose their syndicates along different ventures' life stages.

[view paper \(if available\)](#)

Venture Capital Syndication Power Source Mismatch on the Growth Performance of Later Stage Venture

Author: **Li Wang**; Nanjing U.

Author: **Zhu Zhu**; Montclair State U.

This study explores the impact of power source mismatch in venture capital syndication on the growth performance of later stage ventures while examining their corporate governance and

Given their distinct incentivizing mechanisms, we further posit that socioemotional value and participatory value would potentially substitute the effects of utilitarian value, thus leading to an inverted U-shaped effect of the combination of the three values on crowdfunding performance. Evidence from a novel multimethod design that integrates field data, topic modeling, and survey with crowdfunding professionals largely confirms our theoretical predictions. Our theoretical framework and empirical findings have important implications for both theory and practice.

[view paper \(if available\)](#)

Gender and Crowdfunding: How Role Congruity Affects the Attraction of Local and Distant Backers

Author: **Vincenzo Buttice**; Politecnico di Milano

Author: **Cristina Rossi Lamastra**; Politecnico di Milano School of Management

Grounding on gender role congruity theory, we study the boundary conditions of the female advantage in crowdfunding. We argue theoretically that the advantage for female entrepreneurs tend to disappear if the campaign presented is agentic in nature or relates to a male-dominated industry. Moreover, we advance that these negative moderations are mediated by the number of distant backers attracted. An empirical analysis of 59538 crowdfunding campaigns presented on Kickstarter confirms our contentions. Implications for theory and practice are discussed.

[view paper \(if available\)](#)

Explaining the Craze for Crowdfunding Research as an Academic Research Topic

Author: **Benjamin Le Pendeven**; Audencia Business School

Author: **Thibaut Bardon**; Audencia Nantes School of Management

Author: **Sophie Manigart**; Ghent U. and Vlerick Business School

Crowdfunding research has grown exponentially since the first academic papers on the topic in 2013

institutional environment. Using data of listed companies in the Small and Medium Enterprises Market and the Growth Enterprises Market between 2004 and 2012, we find that ownership-dominated power source mismatch in venture capital syndication enhances the growth performance of later stage ventures. On the other hand, status-dominated power source mismatch has the opposite effect. When the highest ownership power venture capital in the syndicate enters the board and when the new venture is headquartered in a province with a higher degree of marketization, the positive performance effect of ownership-dominated power source mismatch is strengthened.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

and received relatively more attention by academics than its importance in the economy would warrant. As no research exists that may guide our research question on how academics chose their research topic, this paper qualitatively explores through thirty interviews with crowdfunding scholars how the craze for crowdfunding research can be explained. Three categories of reasons emerged: scientific reasons, career reasons and socio-psychological reasons. Within each overarching category, we identify two or three second order themes, which are further split up in first order concepts. We hereby contribute not only to increase our understanding of how academics chose their research topics, but also to the adjacent theories of management fashions and schooling.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Education 1 (session 985)

Entrepreneurial Learning in Online Communities

Author: **Peter Kalum Schou**; NHH Norwegian School of Economics

Author: **Eliane Bucher**; BI Norwegian Business School

Author: **Matthias Waldkirch**; EBS Business School

How entrepreneurs learn is key for their success, and a growing body of research has investigated this issue. However, research on entrepreneurial learning primarily focuses on how individuals transform experience, paying less attention to social ways of learning. With the rise of online communities, entrepreneurs increasingly utilize digital spaces to share experiences and seek new knowledge. This could change how entrepreneurs learn. Building on the theory of coactive vicarious learning, we, therefore, investigate how online communities provide avenues for entrepreneurial learning by studying a large online community of entrepreneurs on Reddit. Here, we analyze the top-voted 100 threads from 2018-2019, encompassing 10'277 comments in total. Our findings outline five distinct learning discourses and show how

ENT

Family Firm: Micro and Macro Foundations for Research (session 986)

A Causal Mechanistic Perspective on Micro-Foundations in Family Business: The Case of CE

Author: **Attilia Ruzzene**; U. of Bergamo

Author: **Mara Brumana**; U. of Bergamo

Author: **Tommaso Minola**; U. of Bergamo

This paper is a conceptual contribution to the debate on micro- foundations in family business research. We advocate a causal- mechanistic approach to micro-foundations which is centered on the notion of causal mechanisms as responsible for the emergence of phenomena at the organizational level, such as corporate entrepreneurship in family firms. We distinguish two alternative purposes of the research process that can take advantage from it: prediction and explanation. First, we argue that knowledge of causal mechanisms can be exploited when testing hypothesis that draw on the mechanistic potential of dominant theories in family business research thus leading to better predictions. Second, we show how the mechanistic reasoning is a natural ally of major forms of explanation in the

entrepreneurial learning differs due to variations in micro-learning contexts. Doing so, our article (1) contributes to the growing research interest in how entrepreneurs learn in communities, while also (2) adding to the current debate on knowledge sharing and creation in online communities. Furthermore, we (3) provide empirical backing and nuance to the theory of coactive vicarious learning.

[view paper \(if available\)](#)

Effectiveness of Entrepreneurship Education Program in a Large Class

Author: **Katsufumi Matsui**; U. of Tokyo

Author: **Takaaki Umada**; U. of Tokyo

Author: **Taketo Sugawara**; U. of Tokyo

Author: **Emi Makino**; Hiroshima U.

Author: **Lui Yoshida**; U. of Tokyo

Author: **Kayoko Kurita**; U. of Tokyo

Author: **Katsuya Hasegawa**; U. of Tokyo

This study investigates the effectiveness of an entrepreneurship education program in a large classroom setting at a research university. Entrepreneurship education is typically delivered through experiential, action-based approaches in small class formats that are not easily scalable. A unique aspect of this study is that the credit-bearing course examined was conducted in a large lecture hall setting with several hundred students from diverse academic disciplines. Our quasi-experiment using difference-in-differences (DID) analysis evaluated the program's effectiveness. Outcomes of enrolled students were compared to those of a control group of students who had not taken the course. Results show that the program significantly deepened students' understanding of causation and effectuation logic, which are important elements of entrepreneurship. These results not only generally validate results of earlier studies showing the effectiveness of entrepreneurship education programs. They also demonstrate that, combining various types of content, students' entrepreneurship mindsets can indeed be fostered, even in a traditional large classroom setting. Consensus is building towards a view that entrepreneurship is important not only for entrepreneurs starting new businesses, but for everyone who might create new opportunities and value in uncertain environments.

field thus improving current explanatory accounts in terms of internal validity, completeness and accuracy. The paper concludes by summarizing the epistemic benefits of the causal-mechanistic approach and offering suggestions for future research.

[view paper \(if available\)](#)

Familial Microfoundations' Promise for a New Generation of Family Business Research

Author: **David Scott Jiang**; Georgia Southern U.

Author: **Timothy P. Munyon**; U. of Tennessee, Knoxville

Author: **Nastaran Simarasl**; California State Polytechnic U., Pomona

Why is more family business research not conducted across different domains of organizational scholarship (and levels of analysis)? Family business scholars routinely point out that (a) families own the majority of the world's businesses, (b) higher levels of family ownership and involvement increase family influence on various organizational phenomena, and (c) most areas of organizational scholarship fail to recognize how varying degrees of family influence in their firms often lead to different results than organizational scholars generally expect. Yet, family business scholarship has long been criticized for being too atheoretical, having too narrow of a scope, borrowing far more than it contributes back to other literatures, and generating research conversations that are only applicable to scholars within its own boundaries. Here, we reason that these shortcomings stem from approaches that identify unique family firm phenomena but generally provide little means to delineate, unpack, aggregate, or explain how they contribute to what other organizational scholars value and find theoretically useful. Proposing a familial microfoundations perspective, we provide a way to connect family business research with elements of existing organizational theories. Altogether, we hope to provide new paths to challenge family business and other areas of organizational scholarship as well.

[view paper \(if available\)](#)

Research universities are called to provide entrepreneurship education comprehensively to students with various motivations and prior knowledge. Nevertheless, many institutions are constrained by the existing curriculum, physical infrastructure, and a lack of qualified instructors. This paper's salient contribution is its demonstration that properly designed entrepreneurship education can be provided efficiently to large classes with minimum resources.

[view paper \(if available\)](#)

Music Education During Adolescence – A Pathway to Entrepreneurial Identity?

Author: **Arturs Jefremovs**; Stockholm School of Economics in Riga

Author: **Inna Kozlinska**; U. of Groningen Centre for Entrepreneurship, The Netherlands

This paper examines the relationship of music education (ME) and entrepreneurship education (EE) received during adolescence with entrepreneurial identity of university students. The current identity research provides solid understanding of the relationship of identity with antecedents of planned entrepreneurial behaviour, depicting identity as an explanatory variable. Researching adolescent ME alongside EE as a potential enabler of entrepreneurial identity is crucial to understand complementarities between ME and EE, have a more complete knowledge of what kinds of education may contribute to entrepreneurial identity formation, and consider the identity insights when developing educational interventions for adolescents. Our analysis is based on a sample of 203 Bachelor-level students from different study backgrounds (arts and humanities, business, etc.). We find that both ME and EE received in adolescent period are related to entrepreneurial identity in adulthood. Simultaneously, ME acts as a moderator of the relationship between EE and identity; ME is also a likely predictor of the specific type of founder identity oriented towards serving a community. These new findings contribute to expanding the identity development discourse in entrepreneurship literature, and bring novel insights to the EE research, e.g. highlighting ME as an alternative pathway to entrepreneurial identity development.

Sociological Methodologies to Problematize Family Business Research

Author: **Eric Kushins**; Berry College-Campbell Sch. of Bus

In order to discover a more thorough and nuanced picture of what makes family businesses a unique phenomenon, scholars need to engage qualitative methods that produce data of organizational and relational processes. Recommendations are made for the use of sociological methodologies to problematize and challenge our current understanding of family firms. We provide descriptions, examples, and practical ways to carry out three underutilized methodologies for investigating questions of heterogeneity of families: diary studies, ethnography and autoethnography. The groundwork presented here provides scholars important rigorous and practical methodological suggestions to help launch transformative research to move the field of family business forward.

[view paper \(if available\)](#)

Activities of Compassion: How Owner Entrepreneurs Develop a Sustainable Organization

Author: **Naveed Akhter**; Jonkoping International Business School

Author: **Ethel Brundin**; Jonkoping International Business School

What series of activities do entrepreneurs engage in that lead to a compassionate organization? And What role does spirituality have for the activities of compassion? Drawing on spirituality and compassion as a conceptual lenses and a single case study from Pakistan, we find that through activities of compassion, grounded in the spiritual beliefs, owner entrepreneurs can develop a sustainable organization. Besides, we identify a set of activities and build an activity model of a sustainable organization. This study contributes to the literature on compassion, spirituality, and sustainable entrepreneurship.

On a more general level, the study provides an input to adolescent education literature and learning transfer in education research, in particular relating to the discussion on Eriksonian theory on identity development throughout lifetime.

[view paper \(if available\)](#)

Peer Effects in Entrepreneurship Education Field Experimental Evidence on the Role of Gender and Team Emotional Intelligence

Designated as a "Best Paper" for ENT

Author: **Laura Aline Bechthold**; FIF@Zeppelin U.

Author: **Laura Rosendahl Huber**; Rotterdam School of Management, Erasmus U.

This study builds on the assumption that the common experiential design of entrepreneurship education stimulates entrepreneurial learning via social interaction with peers. We present data from a field experiment in higher entrepreneurship education with 498 valid observations, including 314 female and 184 male students across 174 randomly assigned teams. We investigate peer effects in two ways. First and to the best of our knowledge, we present the first attempt to explore gendered peer effects at the pre-nascent stage of the entrepreneurial process. We theorize that having same-gender entrepreneurial peers in the team positively influences the development of entrepreneurial intentions, attitudes, as well as entrepreneurial self-efficacy. Second, we explore the role of team emotional intelligence in the context of entrepreneurship education. Our analysis provides some indications for positive same-gender peer effects, especially when it comes to the development of entrepreneurial self-efficacy among female students. Further, we find support that team emotional intelligence is not only an antecedent of entrepreneurial propensity, but also being assigned to a team with emotionally intelligent peers positively influences entrepreneurial learning and may even mitigate same-gender effects.

[view paper \(if available\)](#)

ENT

MH

History and the Temporality of Entrepreneurial Opportunities (session 994)

There is a growing interest in the ways in which entrepreneurship is embedded within, and explained by, the passage of time. Thus, in entrepreneurship, "Broadening our Sight" means, among other things, expanding our temporal horizons to increase the historical and temporal sensitivity with which we explain entrepreneurial processes. Unfortunately, however, such historical and temporal sensitivity is not common in the existing research on entrepreneurial opportunities which tends to focus on the nexus between individuals and more-or-less synchronic situations. This lack of emphasis on history and temporality is surprising because opportunities are manifestly about the contrast between the status quo (i.e. the past) and an imagined future which may be realized through present action. In the proposed symposium we adopt the view that entrepreneurial opportunities are best understood in relation to evolving accounts of the past, present, and future. Accordingly, on the one hand, opportunities can be viewed as specific features of broader socio-historical contexts which may be discovered, created, or otherwise actualized by entrepreneurs with consequences for subsequent entrepreneurial activities. On the other hand, entrepreneurs' own prospective and retrospective accounts involving entrepreneurial opportunities may serve a symbolic or rhetorical function which may facilitate subsequent stakeholder enrollment and resource acquisition. The proposed symposium is intended to foster temporal-historical approaches for explaining and studying entrepreneurial opportunities. To do so, we bring together leading scholars with demonstrated expertise on entrepreneurial opportunities, entrepreneurial processes, and the history of entrepreneurship to present their ideas and respond to audience questions.

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

ENT

Incubators and Accelerators (session 990)

What is an Accelerator? The Case for a Pluralist Conceptualization

Author: **Benjamin Webster Walker**; Victoria U. of Wellington

Author: **Stephen Cummings**; Victoria U. of Wellington

Author: **Rebecca Downes**; Victoria U. of Wellington

Author: **Ruth Fischer-Smith**; Land Information New Zealand

Author: **Jesse Pirini**; Victoria U. of Wellington

The past decade has seen a marked rise in research on entrepreneurial accelerators. Efforts to develop a conceptual definition of the accelerator initially lagged behind this surge, but have recently begun to emerge in published articles. We explore this conceptual evolution as a case study of how scholars respond to new entrepreneurial phenomena. By first analyzing 48 academic definitions of the accelerator, we demonstrate an increasing convergence on Cohen and Hochberg's (2014) definition. By then analyzing practitioner understandings of the accelerator phenomenon using textual data from the websites of 73 accelerators, we find that practitioner understandings exhibit similarities to — but also some important differences from — the emerging academic conceptualization. We discuss the significance of this finding in light of the apparent convergence on a single academic definition of the accelerator, which, while conducive to efficient theory generation, might come at the expense of deep insight into the phenomenon. Mindful of this risk, and informed by our research findings, we make the case for a pluralist conceptualization by outlining four ways of viewing what accelerators can be: facilitators of new venture growth, vehicles for personal development, communities of practice, and strategic symbols. In light of the novel and continuously evolving nature of many entrepreneurial phenomena, we conclude by discussing the theoretical benefits of pluralist conceptualizations for the field of entrepreneurship

as a whole.

[view paper \(if available\)](#)

An Anchor or a Lifebuoy? Incubators as Spaces of Learning and Identity Building

Author: **Yuliya Shymko**; Audencia Business School

Author: **Theodore Andrew Khoury**; Portland State U.

Author: **Stephen Mezias**; INSEAD Abu Dhabi

Using a sample of participants from a business incubator in Quito, Ecuador, we conducted a narrative study of the process of entrepreneurial identity building. Our review of prior research suggested that the emerging market context would likely have significant effects in several ways. First, it would affect how they would articulate the early stages of their identity formation — that is, the reasons they would claim that they decided to attend an incubator. Second, it would affect how they articulate how and what they learned during the incubator experience. Third, it would affect how they rationalized their experience of the incubator in terms of what they learned and how their identities were transformed. Despite a sizable sample of entrepreneurs with ventures in a variety of fields, our findings revealed some clear consistencies and sequencing in the process of building an entrepreneurial identity. We label these phases as entrepreneurial identity conception, entrepreneurial identity inculcation, and entrepreneurial identity calibration.

[view paper \(if available\)](#)

Exploring the Treatment Effect of Startup Accelerators on Venture Emergence

Author: **Romi Kher**; City U. of New York, Baruch College

Author: **Shu Yang**; Hofstra U.

Author: **Scott L. Newbert**; City U. of New York, Baruch College

While startup accelerators are routinely touted in the popular press, research has yet to empirically establish their effect on emerging ventures. In order

to confirm whether such a causal treatment effect exists, we adopt a quasi-experimental design to examine whether and how accelerators actually help new ventures emerge. Our sample consists of 4,294 startups that applied to 119 accelerators worldwide from 2013 to 2017. Using propensity score matching with the nearest neighbor matching algorithm, we find that accelerators do facilitate firm emergence. However, by stratifying our sample on the basis of the progress each startup had already made toward emergence prior to entering the accelerator, we also find that this acceleration effect is conditional on a startup's stage of development. These results not only demonstrate the value accelerators can provide emerging ventures, but more importantly, how accounting for sample heterogeneity by reducing censoring bias can provide a clearer picture of the benefits of acceleration.

[view paper \(if available\)](#)

Public Accelerators - Developing Resources in Nascent Entrepreneurial Ecosystems

Author: **Jan Harima**; U. of Bremen, Germany

Author: **Jörg Freiling**; U. of Bremen, Germany

Author: **Aki Harima**; U. of Bremen, Germany

This study elaborates the role of public accelerators as anchor tenants in the early evolution of entrepreneurial ecosystems from the perspective of entrepreneurial resources. This study selected Santiago de Chile as an empirical location since this ecosystem has rapidly developed in the last few years with strong involvement of a public accelerator called Start-Up Chile. What characterizes Start-Up Chile's approach is its strategic aim to develop its local entrepreneurial ecosystem by attracting foreign entrepreneurs to utilize their resources. This study applies an inductive qualitative approach with a single case study with Start-Up Chile in the Santiago entrepreneurial ecosystem. It develops a conceptual model to demonstrate how a public accelerator develops nascent entrepreneurial ecosystem resources as an anchor tenant.

[view paper \(if available\)](#)

Asynchronous

ENT

Mental Health and Entrepreneurship 3 (session 991)

Beyond the Coping Threshold: How External Pressure impacts Entrepreneurial Orientation in SMEs

Author: **Chris Williams**; Durham U. Business School

Author: **Jacqueline Jing You**; Durham U. Business School

Author: **Nathalie Spielmann**; NEOMA Business School

We examine the relationship between the intensity of external pressure and entrepreneurial orientation (EO) in small-medium sized enterprises (SMEs). Blending insights from the fields of EO, organizational resilience and entrepreneurial action we argue there will be a U-shaped relationship between the overall intensity of external pressures on decision making in the SME and the degree of EO adopted by the SME. Our theory asserts there will be a 'coping threshold' after which a negative relationship between external pressure and EO will turn positive. Using data from small-sized wineries in France we find strong support for our theory. Results suggest that external pressures have a pivotal role to play in explaining EO in small firms over and above performance levels and resource endowments under the firm's ownership. We discuss implications for theory of EO as well as practical implications for leaders of SMEs.

view paper (if available)

Entrepreneurial Stress: Implications of the Resource-Based View and Conservation of Resources Theory

Author: **Christian Kiewitz**; U. of Dayton

Author: **William R. Meek**; U. of Dayton

Author: **Carolyn Palmer**; Justus-Liebig-U. Giessen

Abundant anecdotal and mounting empirical evidence suggests that being an entrepreneur frequently involves experiences of intense and

ENT

New Venture Formation and Growth (session 989)

Born in Times of Trouble: An Exploration of Spontaneous Entrepreneurial Venturing from Disasters

Author: **Victoria Krahn**; U. of Manitoba

Author: **Nathan Sidney Greidanus**; U. of Manitoba

We adopt an exploratory approach to study the processes, enabling and constraining factors, and motivations of disaster related entrepreneurial venturing. The findings point toward unique characteristics of disaster related venturing in general, as well as specific considerations for spontaneous venturing from disaster and venturing during a disaster. We propose that disaster characteristics, disaster management culture and context, and dual logics of aiding and profiting shape the entrepreneurial experience of disaster related venturing.

view paper (if available)

Frugal Entrepreneurship at the Grassroots Level: An Emerging Phenomenon

Author: **Mokter Hossain**; Qatar U.

Frugal enterprises are recognized as change agents who serve less fortunate customers in emerging markets. The extant literature lacks knowledge about the early stage struggle of these enterprises. This study extends the existing entrepreneurship research by empirically examining the frugal entrepreneurship phenomenon. Using inductive, theory building approach across multiple cases, we investigate how frugal enterprises by using bricolage approach develop frugal innovations, successfully commercialize them, and make an impact in a society with resources constraints and institutional constraints. Findings show that frugal entrepreneurs face unusual challenges. Financial and institutional supports at the early stage of the ventures provide a significant value for them. Despite numerous

prolonged stress. Although knowing more about “entrepreneurial stress” promises to better prepare aspiring entrepreneurs and advise current ones, systematic theoretical and empirical work is scarce. Our paper aims to stimulate research by focusing on a facet of entrepreneurial stress that is related to the resources deemed crucial for entrepreneurial activities. Specifically, we develop propositions regarding the stress-inducing potential of what does (e.g., resource loss or threat thereof) or does not happen (e.g., failure to gain) to such resources and the psychological implications for entrepreneurs (e.g., strain). We do so by integrating principles of conservation of resources (COR) stress theory with key postulations from the resource-based view (RBV) of the firm while also drawing from research in organizational behavior, strategic management, entrepreneurship, and particularly the input-process- output model of strategic entrepreneurship.

[view paper \(if available\)](#)

Self-Employment and Mental Health

Author: **Shruti Sardeshmukh**; U. of South Australia
Author: **Ronda M. Smith**; Ball State U.

Mental health is an increasingly important area of entrepreneurship research. Yet, we do not know enough about how stressors of self-employment affect the mental health of the individuals. Using a longitudinal sample from HILDA (waves 9-15), we investigate the long-term effects of uncertainty and work-family conflict. We found that for men, self-employment diminishes the mental health of the individual and that effect is mediated through uncertainty, nor did it afford any mental health benefits via reduction work-family conflict. We also found that women did not experience the detrimental effect of self-employment on mental health.

[view paper \(if available\)](#)

Skeletons in the Closet: Exploratory Study on Entrepreneurial Stress

Author: **Yekaterina Pak**; U. of Vaasa

constraints, frugal enterprises successfully serve underserved customers and contribute to sustainability.

[view paper \(if available\)](#)

The Simultaneous Impacts of Firm Birth Versus Death on Regional Employment: The Case of the U.S. (WITHDRAWN)

Author: **Eunsuk Hong**; SOAS U. of London

Author: **In Hyeock Ian Lee**; Loyola U. Chicago

The relationship between entrepreneurship and domestic employment has not been clear cut due to the interconnected but contradictory effects of firm birth versus death from entrepreneurship. Using a geographic panel of 1,850 state-year observations of firm birth, death, and regional employment across the U.S. from 1978 to 2014, we investigate whether and how firm birth and death affect the levels of domestic employment in a region. Our main findings are threefold. First, firm birth and death in a state exert contrasting effects on regional employment within the same state (i.e., intra-regional effects): firm birth affects the regional employment in an inverted U-shaped fashion whereas firm death shows an opposite U-shaped pattern. Second, firm birth and death in a state exert the same contrasting effects on the regional employment across its neighboring states (i.e., inter-regional effects): however, the intra-regional effects are stronger than the inter-regional counterparts. Third, when a state is equipped with strong innovative capabilities, they mitigate the negative effects of firm death on the regional employment both intra- and inter-regionally. We discuss theoretical, empirical, and practical contributions of these findings to the previous literature.

[view paper \(if available\)](#)

How and When Can HR Actions, Behaviours, and Capabilities Transform Start-Ups into Scale-Ups?

Author: **Graeme Martin**; U. of Dundee

Author: **Norin Arshed**; U. of Dundee

Factors influencing the transition of knowledge-

Author: **Jukka Pekka Partanen**; U. of Vaasa

When addressing the issues of entrepreneurial well-being, scholars tend to investigate the interrelationships between two variables: work environment and entrepreneur. However, such a quantitative approach to the issue ignores the fact that stress is a rather complex and multiyear phenomenon. Thus, novel ways are required to overcome the oversimplification of the stress process. This study addresses the phenomenon of entrepreneurial stress through the perspective of personal accounts and asks the question of what the entrepreneur's actions can lead to stress. The study applies narrative analysis to gain a deeper insight into the phenomenon of entrepreneur stress since stories are known to bear the account of one's acts and behaviours. The findings reveal the complex nature of stress by illuminating how personal beliefs and behaviour can subject entrepreneurs to stress, strain, and overwork. The results of the paper contribute to the literature on entrepreneurial stress and well-being by casting a more nuanced light on life pressures experienced among entrepreneurs.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

intensive SME start-ups scale-up have become a major area of interest to academics in entrepreneurship, policy-makers and practitioners. Yet we know little about the specific HR actions, behaviours and capabilities needed to surmount the management challenges faced by scale-up firms. Thus we ask: how and when can HR actions, behaviours and capabilities transform start-ups into scale-ups? Our findings are based on longitudinal, 'engaged' research with a high-tech scale-up. Drawing on this research, we develop a process theory that provides insights into how start-ups can transform organically into scale-ups by valuing people, creating sustainable working conditions and co-evolving with their entrepreneurial ecosystems. We elaborate on the presence of three stages in this process that are potentially generalizable to other SMEs scaling-up: laying the human capital foundations; achieving scale through bridging and bonding social capital; and re-defining the entrepreneurial eco-system through enhanced reputational capital. Finally, we discuss the contributions of our research to theory and practice in entrepreneurship and HRM.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Opportunity Recognition and Evaluation (ORE) 2 (session 992)

Time, Sleep, and Alertness

Designated as a "Best Paper" for ENT

Author: **Ludvig Levasseur**; Indiana U., Bloomington

Author: **Jintong Tang**; Saint Louis U.

Author: **Masoud Karami**; U. of Otago

Author: **Lowell Busenitz**; U. of Oklahoma

An individual's time perspective has important effects on behavior and decision making. We herein argue that time perspective may be particularly relevant among entrepreneurs. Although rarely addressed, we argue that bringing a time perspective into entrepreneurship is important because of its significant impact on the processing of information surrounding potential opportunities.

ENT

Uncertainty 1 (session 993)

Innovating Frugally: The Role of Risk-Taking, Proactivity, and External Sources of Knowledge

Author: **Mir Dost**; Department of Management Sciences, Lasbela U., Uthal-Pakistan

Author: **Maria Claudia Angel Ferrero**; IAE Montpellier - U. of Montpellier

Growing changes in global environment is compelling firms to seek and exploit opportunities for market growth. Innovation that is cost effective, functional and sustainable (frugal) is considered to be one of the most important factors for such growth. For this study, we investigate the effects of risk-taking and proactivity dimensions of entrepreneurial orientation on frugal innovation (FI);

This study examines the effects of present-hedonistic and future-positive time perspectives on entrepreneurial alertness as well as the moderating role of entrepreneurs' insomnia in these focal relationships. Using two sets of data collected in the U.S. and Iran, we find support for the majority of our hypotheses. Our research paves the way for a better understanding of entrepreneurs' psychological time and how it influences the development of new opportunities.

[view paper \(if available\)](#)

The Role of Evolutionary Psychology in New Venture Success

Author: **Xueru Yang**; South China Agricultural U.

Author: **Frederik Riar**; Karlsruhe Institute of Technology

Author: **Franz Kellermanns**; U. of North Carolina, Charlotte

Author: **Max Leitterstorf**; Hochschule Bonn-Rhein-Sieg

Family relationships play an important role in entrepreneurial teams of new ventures. We examine two different types of family relationships in entrepreneurial teams: (1) close kinship ties and (2) distant kinship ties. Specifically, integrating insight from research on evolutionary psychology theory with research on socioemotional wealth, we analyze the impact of these family ties on the success of new ventures. Our empirical results, based on a sample of 317 new ventures, suggest that while close kinship ties in entrepreneurial teams have a negative effect on new venture success, distant kinship ties have a positive effect. Both of these effects are less pronounced in case of high founder ownership or in case of high initial financial resources. We contribute to the entrepreneurship literature by providing a broader but yet more precise understanding of the construct "family" as well as new insight for the varying effects of different family relationships on firm success. Moreover, we introduce new original theoretical frameworks on which future entrepreneurship theorizing can take place.

[view paper \(if available\)](#)

and moderation of external sources of knowledge. Using hierarchical regression analysis on data nested from 385 SMEs of Pakistan, we find partially support for hypothesized relationships. The data revealed positive influence of risk-taking and proactivity on FI. However, external sources of knowledge strengthens the impact of risk-taking while weakens the effects of proactivity on FI. In addition, data also revealed a positive influence of external sources of knowledge on FI. The findings offer some theoretical and managerial implications.

[view paper \(if available\)](#)

Creation, Risk, and Uncertainty: Towards a Theoretical Framework for Entrepreneurial Strategy

Author: **Jarrold Humphrey**; U. of Florida

Author: **David Gaddis Ross**; U. of Florida

Author: **Michael J. Leiblein**; Ohio State U.

Despite the critical importance and growing interest among academics, students, and practitioners of entrepreneurship, the smorgasbord of conflicting definitions and ongoing debates concerning what does or does not constitute entrepreneurial activity hinders progress in this critical area of research. In this paper, we adopt a different approach: Rather than provide a binary definition of what is and is not entrepreneurship, we highlight three aspects of the decision-making environment that have been associated with entrepreneurship: creativity, risk, and uncertainty (CRU). Specifically, we claim that actions are more entrepreneurial when they (a) create something new, (b) subject stakeholders to risk, and (c) require decision-making under a form of uncertainty that makes quantifying risk difficult. The CRU framework contributes to the entrepreneurial literature by identifying claims in the existing entrepreneurship literature, developing a framework for reconciling them, and proposing a structure to promote more consistent empirical definitions and construct measurement.

[view paper \(if available\)](#)

The Effect of Previous Experience on the Opportunity Elaboration Process: A Cognitive Perspective

Author: **Josue Reynoso**; Michigan Technological U.

Author: **Gina O'Connor**; Babson College

Despite accumulated evidence on the influence of experience on opportunity elaboration, the process through which this relationship unfolds is still underdeveloped. In this work, we use a prospective grounded-theory approach to analyze how entrepreneurial experience and domain-specific experience shape the cognitive process used to search for new knowledge during the opportunity elaboration process. We selected a polar sample of 12 entrepreneurs elaborating on an opportunity in the U.S. Northeast region and conducted over 40 interviews during a six-month period. Consistent with existing literature, experienced entrepreneurs explored more opportunity dimensions than novice entrepreneurs. In contrast, while domain-specific experience displayed little influence on the entrepreneurial search process, novice entrepreneurs spent more time working on familiar domains. Diverging from previous empirical findings, search intensity is not dictated by entrepreneurial experience. Instead, it is influenced by the entrepreneurs' goals and time constraints. More importantly, novice entrepreneurs focus their attention on one dimension for extended periods, while experienced ones display rich mental frameworks, which include multiple opportunity dimensions. Despite the cognitive costs to switch their attention, experienced entrepreneurs switch frequently to maintain their rich mental frameworks updated. This process is mediated by venture complexity. Our study contributes towards the entrepreneurial cognition gap identifying the mechanisms through which previous experience influences entrepreneurial search processes. The practical implications will help entrepreneurs to leverage the strengths and biases that their previous experience brings.

[view paper \(if available\)](#)

The Role of the Board of Directors for Opportunity Development in Early-Stage High-Tech Ventures (WITHDRAWN)

Author: **Jolien Roelandt**; Ghent U.

Bounding Uncertainty: The Uses of Analogical Abduction in Entrepreneurship (WITHDRAWN)

Author: **Anastasia Sergeeva**; Rotterdam School of Management, Erasmus U.

Author: **Akhil Bhardwaj**; Tilburg U.

Conceptualizing entrepreneurship as problem-solving has shed light on how problems are solved through entrepreneurial ventures. This approach presupposes that problems objectively exist, an assumption that is valid for the world of Knightian risk, in which categorization is possible. In the current study, we adopt the ontological stance of Knightian uncertainty, in which a priori categories cannot be assumed, and therefore problems do not objectively exist. We posit that in the world of Knightian uncertainty entrepreneurs who perceive certain situations as unsatisfactory but remediable engage in problematization that yields problem statements. These problem statements are operationalized to form the basis of entrepreneurial action aimed at remedying dissatisfaction. We submit that to problematize, entrepreneurs engage in analogical abduction, which allows them to develop problem statements by treating target domains replete with Knightian uncertainty as if they were similar to familiar source domains. Such conjectures are selected based on the likeness of relevant attributes between the source and target domains, aid entrepreneurs in bounding uncertainty, and guide entrepreneurial action. Entrepreneurs adopt positive feedback of entrepreneurial action as a rule to guide future action under similar circumstances, while negative feedback leads them to recalibrate problem statements and modify further action. We illustrate this process using the empirical vignette of Starbucks.

[view paper \(if available\)](#)

Venturing into the Unknown: A Meta-Analytic Assessment of Uncertainty in Entrepreneurship Research

Author: **David Matthew Townsend**; Virginia Tech

Author: **Richard Hunt**; Virginia Tech

Author: **Daniel Judson Beal**; Virginia Tech

Author: **Ju Hyeong Jin**; Virginia Tech

Author: **Petra Andries**; Ghent U.

This study investigates the role of the board of directors for the opportunity development process in early-stage high-tech firms. Based on a board capital perspective, we argue that boards with more experience will contribute more to the development of opportunities. Furthermore, building on the attention-based view, we argue that this effect will be moderated by situational and structural factors that affect board members' attention to the venture's opportunity development process. Using hand-collected data on 183 early-stage high-tech firms in Belgium, we find that board experience has a stronger relationship with the board's contribution to opportunity development when board size decreases, when board tenure increases and when the firm underperforms. These findings offer a contribution to the literature on opportunity development in new ventures and to research on the role of boards of directors in new ventures. They also have important implications for entrepreneurs who are trying to develop opportunities and their stakeholders.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

Uncertainty exists within a small constellation of core constructs that are central to the study of entrepreneurship. And yet, despite the common agreement and consensus that uncertainty plays a central role in entrepreneurship theory and research, there are important unresolved debates around several key questions including conflicting views on the nature of uncertainty (i.e., objective versus subjective uncertainty), the relationship between uncertainty and different types of entrepreneurial action (i.e., innovation, adaptation, and uncertainty bearing), and the complex relationships among uncertainty, entrepreneurial action, and organizational performance. The purpose of this study is to examine the body of empirical evidence in the field of entrepreneurship through the use of meta-analysis and meta-structural equation modeling in order to take steps towards disentangling the multilevel and multidimensional relationship among uncertainty, entrepreneurial action, and the fate of entrepreneurial ventures, thereby contributing to future theory development in the field of entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CAR
MSR

New Insights on Career Calling and the Pathways to its Positive and Negative Outcomes (session 318)

Careers Division Best Symposium Award Nominee

The recent decade has seen a growing interest in the concept of career calling that can be broadly understood as purposeful, meaningful, and passion-driven engagement in a career that one feels drawn to pursue and that contributes to a greater good. Although debates continue taking place about how to define this concept, research increasingly shows that career calling has important implications for individuals (e.g., job satisfaction, well-being, etc.) and organizations (e.g., job performance, turnover intentions, etc.; Thompson & Bunderson, 2019). The majority of research shows positive outcomes of calling, but there is also evidence that calling has a “dark side” and it is related with negative outcomes (e.g. burnout, workaholism, and organizational exploitation; Bunderson & Thompson, 2009; Duffy, Dik, Douglass, England, & Velez, 2018). Nevertheless, we still know little about the mechanisms and conditions explaining when calling has positive and/or negative effects on diverse work and career-related outcomes (Lysova, Dik, Duffy, Khapova, & Arthur, 2019). To address this, the symposium brings together an internationally-diverse group of expert scholars, to share their fresh insights on the topic. By combining five methodologically-diverse papers, this symposium pursues the following important aims to: a) enrich understanding of the mechanisms and conditions explaining how and when calling has positive and/or negative effects on diverse work- and career-related outcomes; b) contribute to the further development of theory and research on calling; c) draw scholars' attention to calling as an important and promising concept for understanding individual and organizational work- and career-related outcomes.

Keeping the Called Ones: A Longitudinal Examination of Calling and Organizational Embeddedness

Julia Muehlhausen; U. of Bern

Daniel Spurk; U. of Bern

How and When Does Pursuing a Calling Lead to Organizational Citizenship Behavior?

Evgenia Lysova; Vrije U. Amsterdam

Wenjing Cai; Vrije U. Amsterdam

Giving it All You've Got: Calling and Daily Self-Sacrifice

Michael Clinton; King's College London

Neil Conway; Royal Holloway, U. of London

Jane Sturges; King's College London

Alison McFarland; King's Business School

Vulnerable to Exploitation? Experiencing a Calling Leads to Doing More Work for Fixed Pay

Jennifer Tosti-Kharas; Babson College

Shoshana Dobrow Riza; London School of Economics

Heather Barry Kappes; London School of Economics

Calling and Workaholism: Examining Obsessive and Harmonious Passion as Mediators and Modera

Michelangelo Vianello; U. of Padova

Anna Dalla Rosa; U. of Padova

Real-time Presenter

LIVE - PRESENTER SYMPOSIUM PRACTICE RESEARCH THEME

13:30 EDT - 14:30 EDT

Monday, 10 August

MED

MED Keynote & Welcome Address (session 319)

Real-time Presenter

PLENARY SESSION LIVE - PRESENTER

13:45 EDT - 15:15 EDT

Monday, 10 August

OMT

OMT New and Returning Member Networking and Research Forum (session 297)

If you are new to the Organization and Management Theory (OMT) division, are interested in joining OMT, or are an established member who has been away for a while, then this forum is for you! This forum was created especially to help members to feel "at home" in the OMT division. We have designed the forum so that you can meet leading scholars in the OMT division, meet other new members of the division, and discuss research with other scholars who share similar interests. The forum will include a welcome and overview of the OMT Division and research discussions moderated by renowned scholars who actively conduct research in a particular area of interest. As a participant in the forum, you can self-select into several research themes of your choice. Research themes will be organized by theory, context and methodology.

Real-time Open

LIVE - OPEN RESEARCH DIVERSITY INTERNATIONAL PDW (WORKSHOP)

MSR

OB

OMT

SAP

Behind the Scenes of Highly Cited Organizational Ethnographies (session 325)

This PDW represents the third iteration of the highly popular 'Behind the Scenes' series, which brings together several top ethnographers in organizational studies to share their detailed experiences conducting ethnographies in organizational settings. This PDW is structured to enable participant interactions with these scholars in three different segments and formats. First, each scholar will share a brief narrative detailing a particular experience in the field (Michael Smets - Working with a team in the field; Bryant Hudson - being an undercover ethnographer in the field; Kim Elsbach - handling emotions in the field; Davide Nicolini - managing the anxieties of being in the field; Kate Kellogg - balancing participation with data collection in the field; and Juliane Reinecke - dealing with cultural differences in the field). Next, scholars will engage in a panel discussion with participant Q&A. Lastly, participants will each join a small- group roundtable in which a scholar facilitates discussion on a specific stage of the ethnographic process (from field site access through journal reviews). This PDW is right for you if you're interested in immersive research approaches, especially in organizational settings. You will get to hear what went into producing some of the most loved and cited organizational ethnographies. We are sure this PDW will inspire you and offer the much-needed boost of motivation and support for your own ethnographic or immersive work. When you register for this PDW through AOM, you will also need to complete an online form (see the link below) to help us match you with your preferred roundtable topic & facilitator. Please note that space in this PDW is limited and has always filled quickly. Registrations are accepted on a first-come, first- served basis, and while organizers will make every attempt to match you with your top choice, roundtable assignments are not guaranteed. Although roundtable participation is capped at 54 to enable a highly interactional session, more are certainly welcome to

OMT

eSports: A Natural Laboratory for Management Research? (session 324)

Big data on complex social systems can improve our ability to study longstanding management questions. This PDW aims to examine eSports — online multiplayer video games with millions of players and fanbases rivaling traditional sports — as a natural laboratory for management research. We aim to engage scholars working at the intersection of economics, psychology, and sociology in three main activities: (1) discussing exemplars of long-standing management questions that have been investigated using data on online multiplayer video games; (2) computational social science tutorials, focused on specific empirical challenges and opportunities presented by eSports data; (3) a hands- on workshop, with groups of participants developing research designs exploiting eSports data. Our goal is to offer an interactive and developmental session, fostering research collaborations between scholars at different stages of their careers and from different disciplinary and demographic backgrounds.

Pre-registration required; all are welcome to attend parts 1 and 2. An application is required ONLY for the hands-on workshop and the plenary discussion of research designs (parts 3 and 4 of the PDW). An application is NOT required for participation in the PDW. To be considered for the hands-on workshop and the plenary discussion of research designs, please submit: 1) a max 2-page structured research plan describing a current research project or new research idea; 2) your CV to e.forti@ucl.ac.uk and jclement@stanford.edu by July 15, 2020. Your submission should consist of a single PDF document including the following: 1) Research question or title of the idea/research project (e.g. if you would like to discuss a specific new research idea with the organizers and other participants at the roundtables); 2) Abstract; 3) Brief description of actual or potential data source(s) and data collection method(s); 4) Max 3 specific aspects of the idea to get feedback on; 5) CV. IMPORTANT: The filename of the single PDF document and the subject of the

join the panelist presentation and Q & A. Link:
<https://forms.gle/C5iN2To5xwDGMES48>

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

submission email MUST be: "12283 - Name Surname - AOM 2020 PDW Application". Send your application to both e.forti@ucl.ac.uk and jclement@stanford.edu. The PDW organizers will rely on the materials submitted to plan the hands-on workshop where groups of attendees will be invited to develop research designs leveraging eSports data (part 3 of the PDW) as well as the plenary discussion offering constructive feedback on the specific ideas which emerged from each table (part 4 of the PDW). The discussion at each roundtable will be semi-structured and will initially center around a set of provisional topics based on attendees' research expertise and interests. Accepted applicants will be notified by July 24, 2020.

Real-time Open

RESEARCH

THEME

PDW (WORKSHOP)

LIVE - OPEN

HCM

Understanding Micro-Macro Connections in Organization Theory: The Value of Healthcare Settings? (session 321)

Panelists who hold expertise in developing theory about processes of organizational change based on empirical studies in healthcare settings will discuss the advantages (and disadvantages) of such settings in understanding macro- and micro- (and meso-) connections in organizations and systems. Panelists will discuss potential explanations for why a large number of theory-building articles in organizational journals are based on research in healthcare settings. The session will be interactive, with panelists responding to questions from the moderator and session attendees about insightful ways to investigate macro/micro aspects of change and the potential value of healthcare research settings in doing so.

Real-time Presenter

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

CMS

Riding Populist Storms: Ways Forward for Critical Management Scholarship in Populist Times (session 320)

This symposium concerns the challenges and possibilities faced by CMS scholarship in the context of populism. This is timely, as populist movements are currently powerful and passionately contested forces behind political, economic, and organisational turbulence in many parts of the world. They stir up questions, problems and emotions that are highly pertinent to CMS and in urgent need of being addressed, with new issues arising as new populist events continue to violently shake and reshape societies. At times, it feels like we are riding a never-ending populist storm, battered by winds and waves of change whilst dangers threaten to rise at any moment from dark churning waters. To help navigate these waters, in this symposium we will use a number of key insights from our Organization 'Speaking Out' Special Paper Series on 'Populist Responses to Austerity and Cultural Change: Brexit, Trumpism and Beyond', as a springboard for a panel discussion into potential ways forward for CMS scholars. Authors from the Special Paper Series who are attending this year's AOM Meeting will form a panel to share their key insights with a CMS audience and identify questions for further development within our field in order to spark the panel and plenary debate as to the future of CMS and role of CMS scholars in these populist times.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

MSR

Envisioning Spiritually and Developmentally Mature Leadership (session 322)

This PDW is designed to engage participants in an exploration and dialogue about a heuristic created by Andre Delbecq - "Spiritually and Developmentally Mature Leadership (SDML)" and expanded upon by Dan Harris and about thirty researchers at the 2017

OB

OCIS

MOC

Resisting Artificial Intelligence: When Do Decision-Makers Avoid or Use Algorithmic Input? (session 352)

When do people heed the advice from an algorithm as opposed to a human? This session delves into novel research in which people opt for the

International Association of Management, Spirituality and Religion's pre-conference retreat. That retreat focused on developing key characteristics of SDML and upon developing a new model of leadership. The results of that retreat were published in a book in 2018. This PDW is designed to build upon those results by inviting participants to reflect on their own personal journeys in integrating a developmental and spiritual approach to their leadership, and to also share experiences with integrating these ideas and practices into their research, teaching and/or consulting. The intent is for participants to walk away with a new appreciation for their own leadership. In addition, participants will learn a new model of spiritually and developmentally mature leadership that may have some relevance for their research, teaching or consulting. They will also learn what colleagues are doing in the field and may hopefully be inspired to expand their own work and to discover some collaborative opportunities.

Real-time Open

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

recommendations from algorithmically-derived sources and uses experimental approaches to quantify and theoretically inform the conditions in which decision-makers listen to (or ignore) algorithmic advice. The papers in this session examine a breadth of decision-making scenarios and a diverse range of contextual factors, including: contrast in stated preferences and behavioral decisions; domain sensitivity of algorithmic advice; conversational fluency in evaluations of AI competence; gender-status stereotype congruence of AI agents; and the effect of anthropomorphization of algorithms.

Real-time Open

LIVE - OPEN

RESEARCH

SYMPOSIUM

ONE

STR

Information Disclosure in Strategic Management (session 326)

The information that managers voluntarily disclose to outsiders can have important performance implications for the firm. Information disclosure is therefore an important decision for managers and a growing area for strategic management research. In this symposium, we examine and discuss two major topics in voluntary disclosure research: (1) environmental disclosures that aim to reveal the extent to which organizations are responsible members of society and (2) impression management tactics that utilize information disclosure as a means of influencing stakeholder perceptions of the firm. We focus not only on performance implications for the firm but also the important role of information disclosure on society. We discuss common themes, future directions, and collaborative opportunities.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

PRACTICE

RESEARCH

THEME

TIM

TIM Plenary (session 327)

Real-time Presenter

LIVE - PRESENTER

PLENARY SESSION

OMT

Best Papers III: Social Networks and Shared Representations (session 323)

Frenemies: When Firms and Activists Collaborate

Finalist for the OMT Division Best Paper Award

Designated as a "Best Paper" for OMT

Author: **Kate Odziemkowska**; Rice U.

This paper examines how contentious targeting of firms by movements influences the formation of firm-activist collaborations. I integrate research on social movements and interorganizational collaborations to argue that the symbiosis between contention and collaboration posited by existing theory, privileges firms' incentives for collaboration and overlooks activists' risks in collaborating with movement adversaries. I test my arguments using a 25-year panel of contentious and collaborative interactions between 118 activist organizations and 500 firms in the U.S., and network data on movements. Contrary to existing theory, I find that contentious targeting of a firm by a movement reduces the firm's chances of collaborating with an activist in that movement. Instead, contention catalyzes collaboration only when a firm's reputation provides assurance it will follow-through on its collaboration commitments, and when the risk of criticism from the movement is reduced. The findings support a view of firm-activist collaborations as socially-contested, highlighting a novel precursor to contention driving collaboration: cooperative ties between contentious and collaborative activists. While intuitively we may expect activists to seek to preserve social bonds by avoiding collaborations with their friends' adversaries, it is precisely in the absence of pre-existing social bonds that activists and firms fail to transform contention into collaboration.

[view paper \(if available\)](#)

Frenemies: When Firms and Activists Collaborate

Finalist for the Louis R. Pondy Best Paper Based on a Dissertation Award

Designated as a "Best Paper" for OMT

Author: **Kate Odziemkowska**; Rice U.

This paper examines how contentious targeting of firms by movements influences the formation of firm-activist collaborations. I integrate research on social movements and interorganizational collaborations to argue that the symbiosis between contention and collaboration posited by existing theory, privileges firms' incentives for collaboration and overlooks activists' risks in collaborating with movement adversaries. I test my arguments using a 25-year panel of contentious and collaborative interactions between 118 activist organizations and 500 firms in the U.S., and network data on movements. Contrary to existing theory, I find that contentious targeting of a firm by a movement reduces the firm's chances of collaborating with an activist in that movement. Instead, contention catalyzes collaboration only when a firm's reputation provides assurance it will follow-through on its collaboration commitments, and when the risk of criticism from the movement is reduced. The findings support a view of firm-activist collaborations as socially-contested, highlighting a novel precursor to contention driving collaboration: cooperative ties between contentious and collaborative activists. While intuitively we may expect activists to seek to preserve social bonds by avoiding collaborations with their friends' adversaries, it is precisely in the absence of pre-existing social bonds that activists and firms fail to transform contention into collaboration.

[view paper \(if available\)](#)

Frenemies: When Firms and Activists Collaborate

Winner of the Responsible Research Award

Designated as a "Best Paper" for OMT

Author: **Kate Odziemkowska**; Rice U.

This paper examines how contentious targeting of firms by movements influences the formation of firm-activist collaborations. I integrate research on social movements and interorganizational collaborations to argue that the symbiosis between contention and collaboration posited by existing theory, privileges firms' incentives for collaboration and overlooks activists' risks in collaborating with movement adversaries. I test my arguments using a 25-year panel of contentious and collaborative interactions between 118 activist organizations and 500 firms in the U.S., and network data on movements. Contrary to existing theory, I find that contentious targeting of a firm by a movement reduces the firm's chances of collaborating with an activist in that movement. Instead, contention catalyzes collaboration only when a firm's reputation provides assurance it will follow-through on its collaboration commitments, and when the risk of criticism from the movement is reduced. The findings support a view of firm-activist collaborations as socially-contested, highlighting a novel precursor to contention driving collaboration: cooperative ties between contentious and collaborative activists. While intuitively we may expect activists to seek to preserve social bonds by avoiding collaborations with their friends' adversaries, it is precisely in the absence of pre-existing social bonds that activists and firms fail to transform contention into collaboration.

[view paper \(if available\)](#)

Working with the 'Enemy': Free Space in Facilitating Cold War Space Collaboration

Designated as a "Best Paper" for OMT

Author: **Thomas John Fewer**; PhD Candidate, Drexel U.

Author: **Dali Ma**; Drexel U.

Although collaboration between competing organizations is one of the most challenging tasks in management, our knowledge about social-cognitive mechanisms that facilitate the collaborative interaction between members of competing organizations is rather limited. We conducted an inductive, interpretive historical case study of the collaboration between the US and USSR space programs during the Cold War. Our study uncovers a process by which individuals used a "free space," i.e., social space in which organizational members cognitively severed themselves from the higher-level ideological/political tension by initiating and maintaining informal and isolated interactions with their collaborative counterparts. The concept of "free space" has profound implications for analyzing effective collaboration between competing organizations in both market and nonmarket contexts.

[view paper \(if available\)](#)

Deliberate vs. Spontaneous Networking Behaviors and Information Search: An Interactive Experiment

Finalist for the OMT Division Best Paper Award

Designated as a "Best Paper" for OMT

Author: **Bálint Diószegi**; Imperial College Business School

Author: **Anne L.J. Ter Wal**; Imperial College Business School

Author: **Valentina Tartari**; Copenhagen Business School

Author: **Daniella Laureiro Martinez**; ETH Zurich

While networking is frequently characterized in terms of dichotomous sets of behaviors, little is known about how individuals find a balance between them. This omission is especially striking in contexts where these dichotomies present themselves as trade-offs, forcing networking individuals to choose between opposing types of behaviors. Networking events are a prime example of such a context, as participants are concurrently searching for information and act as targets of others' search efforts. We focus on two of the dichotomies that are most relevant in such social context – deliberate versus spontaneous as well as selfish versus altruistic networking – to examine how and why individuals respond differently to these trade-offs, and to evaluate the effectiveness of the observed approaches. We do so by way of an interactive networking experiment, which includes random assignment into treatment groups of varying levels of background knowledge, as well as real-time tracking of participants' movement using sociometric badges. Our results allow us to differentiate between two routes taken by networking participants: a direct, deliberate and selfish one of information exploitation, and an indirect, spontaneous and altruistic one of information gathering, both of which may be understood as integral parts of the same cyclical process. We conclude by discussing the theoretical implications of our study.

[view paper \(if available\)](#)

Designing Shared Representations for Open-Ended Needs

Finalist for the OMT Division Best Student Paper Award

Designated as a "Best Paper" for OMT

Author: **Linda Mitrojorgji**; Rennes School of Business

While a vast literature examined problem-solving as part of decision making in organizations, little is known about how problems are formulated in the first place. Through an ethnographic study, in this paper, I investigate problem formulation by looking at how architects in an architectural practice handled the early phase of their clients' projects. This phase required them to operate in an uncertain environment, in the presence of ambiguity and heterogeneity of interests and needs, and lack of clarity about constraints. My findings show that problem formulation was driven by two distinct interrelated sub-processes: expanding and contracting problem-space boundaries while simultaneously structuring participation within those boundaries. Through six different activities – canvassing, expanding cognitive frames, envisioning future self, pillaring, scaffolding alternative futures, and reframing – architects managed the process iteratively by continuously altering the problem space boundaries and structuring participation, thus allowing a shared representation of the problem to emerge. My findings challenge the way we think about problems and extend our understanding of problem-solving process beyond the prevalent problem-solution dichotomy. This study contributes to the growing literature that sees problems as catalysts for future value creation by offering empirical evidence and new theoretical insights on how problems are formulated.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

PAPER SESSION

MC

50 years of Management Consulting Division: taking stock and foresights about scholar-practitioners (session 329)

Real-time Presenter

PRACTICE

INTERNATIONAL

THEME

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

OB

The Dance of Leaders and Followers (session 330)

Implicit Motives as Missing Link Between Transformational Leadership Behaviors and Follower Outcomes

Designated as a "Best Paper" for OB

Author: **Hugo M. Kehr**; TUM School of Management, Technical U. of MunichAuthor: **Dorena Graff**; TUM School of Management, Technische U. MünchenAuthor: **Cafer Bakaç**; TUM School of Management, Technical U. of Munich

Transformational leadership (TL) theory is, in essence, a theory of follower motivation. The present paper reports three studies that were based on the proposition that TL behaviors arouse followers' implicit motives. In Study 1, we systematically analyzed the TL literature (N = 139 papers) for motive content. Consistent with predictions, the TL behaviors individual consideration and intellectual stimulation were systematically associated with the affiliation and power motives, respectively. Intellectual stimulation was associated with both the achievement and power motives. In Study 2, an online vignette study (N = 113), we confirmed the hypothesis that participants' implicit power, achievement, and affiliation motives determined their preferences for inspirational motivation, intellectual stimulation, and individual consideration, respectively. In Study 3, a lab experiment (N = 116), we found that the implicit affiliation motive moderated the effects of individual consideration and that the implicit power motive moderated the effects of inspirational motivation on leader's influence and followers' productivity. Mixed results were found for the moderating effect of the implicit achievement motive on the relationship between intellectual stimulation and leader effectiveness. Findings are discussed with respect to their importance in establishing TL as a motivation theory and, confirming the hypothesized multidimensional nature of TL.

[view paper \(if available\)](#)

**Adaptive Followership in a Dynamic Context:
Examining the Effect of Entrainment to a Previous
Leader**

Designated as a "Best Paper" for OB

Author: **Marie Thommes**; Maastricht U.

Author: **Sjir Uitdewilligen**; Maastricht U.

Author: **Ramon Rico**; U. of Western Australia

Author: **Mary J. Waller**; Texas Christian U.

To enhance understanding of team adaptation and adaptive leadership, this research examines if and how followers flexibly adjust their behaviors to changes in the task situation and in the leadership style of the team leader. Specifically, we investigate the adaptive use of active follower behaviors as the underlying mechanism in explaining team adaptive performance. We used an experimental design with 90 teams that performed six team tasks in a dynamic task context (i.e. three simple and three complex tasks were randomly presented). Results revealed that in simple tasks, follower entrainment to a previous leader does not predict the frequency of active follower behavior, nor team performance. However, in complex tasks, we find that in comparison to directive entrained teams, participative entrained teams engaged significantly more often in active follower behavior and performed significantly better. Findings further suggest that active followership is beneficial for team performance in complex tasks, whereas it hinders performance in simple tasks. Results of this study draw attention to the need to include followership in the study of team adaptation and to develop follower training programs in addition to leader trainings to enhance team performance in dynamic environments.

[view paper \(if available\)](#)

**Reaching the Head Through the Heart: Servant
Leadership, Decision- Making, and Financial
Performance**

Designated as a "Best Paper" for OB

Author: **G. James Lemoine**; U. at Buffalo, The State
U. of New York

Author: **Daniel I. Watts**; Georgia State U.

Author: **Snehal Hora**; U. at Buffalo, The State U. of New York

Like other forms of moral leadership, research on servant leadership tends to lean on attitudinal and motivational outcomes, and raises questions as to whether a focus on morality and others is compatible with financial organizational sustainability. To examine these issues, we integrate theory on servant leadership with motivated information processing theory via their mutual reliance on the idea of other-orientation. We hypothesize that servant leadership grows follower other-orientation, which in turn impacts the framing and depth of information processing – cognitive reflection – used by followers in making decisions. We further propose that this enhanced cognitive reflection would result in greater individual contributions to the organization’s financial performance. We test this model using objective cognitive reflection scores and financial data provided by our partner organization, examining a sample of 286 project managers. We find support for our theory in a serially mediated indirect effect of servant leadership on individual financial performance, acting through other-orientation (the heart) and cognitive reflection (the head). The implications of these findings for servant leadership and motivated information processing theory are discussed.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

RM

MOC

OMT

Participant-Observation in the Modern Era of Organization Studies (session 331)

The theme of this year's Academy is "Broadening our Sight." Broadening our sight involves getting a new view on the theories and the methods we use. Firsthand experiences, as provided by participant-observation methods, are a great source of learning and a way to broaden our sight by looking at an organizational phenomenon through the "eyes" of the informants (Douglas, 1976; Pratt, Lepisto & Dane, 2018). Several scholars (see call for papers in Academy of Management Review by Haveman, Mahoney & Mannix, 2019) in the management field have stressed the importance of going into the field to get a better understanding of how people in organizations deal with current issues and thus get a fresh look at possibly outdated theories (Pratt & Rouse,

forthcoming). This symposium's purpose is to offer a new perspective on how the researcher can take actions in their work, and what participating in the contexts we study can bring to qualitative work.

Real-time Presenter

SYMPOSIUM

LIVE - PRESENTER

14:30 EDT - 15:30 EDT

Monday, 10 August

ENT

Entrepreneurship Division Business Meeting (session 328)

Entrepreneurship Division - Business Meeting Social

Real-time Open

MEETING

LIVE - OPEN

PUBS

AMP Symposium Development Workshop (session 334)

Real-time Open

MEETING

LIVE - OPEN

CMS

Critical Management and the Undoing of Embedded Practices (session 332)

Whyte-Out: How the Creator of Groupthink Became Unseen by Management's History

Designated as a "Best Paper" for CMS

Author: **Oliver Pol**; Victoria U. of Wellington

Author: **Todd Bridgman**; Victoria U. of Wellington

Author: **Stephen Cummings**; Victoria U. of Wellington

Irving Janis' (1971) concept of 'groupthink', the idea that the desire for consensus overrides the realistic appraisals of alternatives and leads to poor decision making, is a staple of management and organizational behavior textbooks. Despite gaining little support in empirical studies, Janis' eight symptoms of groupthink remains a popular framework taught to budding managers. What has been forgotten, however, is that nearly 20 years before Janis' supposed invention, groupthink was created by William H Whyte, author of one of the 1950s' most influential and popular books on management. We investigate how Whyte's link to groupthink became invisible to management's history, why this matters, and how recovering Whyte's ideas can provide fresh, critical insights into people dynamics in contemporary organizations.

[view paper \(if available\)](#)

The Facade of Neoliberal Merit: Empty Work and Unethical Subjects at a Business School

Best Doctoral Student Paper is sponsored by the journal Organization

Author: **Vivek G. Nair**; Indian Institute of Management, Calcutta

Author: **Devi Vijay**; Indian Institute of Management Calcutta

In this study, we interrogate how the professional managerial class-in-making at an Indian business school reproduces neoliberal discourse of merit. Specifically, we attend to the local social and political

formations of discourse of merit and examine its consequences. Empirically, this qualitative study draws on student interviews, qualitative questionnaire responses and a student's poem titled, 'A scheduled caste girl'. We found that neoliberal merit is refracted through Indian middle-class aspirations, while responsabilizing those from disadvantaged caste and class backgrounds for educational attainment, English language fluency, and access to networks. Simultaneously, discourse of merit creates a façade which shields 'empty work' and the production of unethical subjects who discriminate on the basis of caste and English language skills, and are indifferent to public interests. We introduce the concept of 'empty work' and elucidate the implications of an empty work ethic in higher educational institutions. We contribute to critical management studies on the normalization of unethical behavior in the managerial class-in-making and shed light on the caste and post-colonial contours of merit in Indian higher education.

[view paper \(if available\)](#)

Between Facts and Norms: CSR Communication and the Reproduction of Power

Best Critical Ethics Paper sponsored by the Journal of Business Ethics

Author: **Kaiyu Shao**; China U. of Political Science and Law

Author: **Maddy Janssens**; KU Leuven

Whereas research generally assumes a positive role of CSR communication, this study, in line with recent critical work, investigates the power dynamics that underlie CSR communication within the public sphere. Building on Habermas' empirical conditions for public deliberation, we examine how corporate power not only settles into CSR communication but also reproduces the wrong structure of global civil society. Through critical semiotic multimodal analysis of CSR videos of reputable multinational companies, we uncovered three communicative types of CSR, CSR as Rescuing, Preaching and Facilitating, that impair, in different ways, an inclusive and responsive civil society. These findings contribute to understanding power within CSR communication in terms of 1) exclusionary

constructions of local communities and 2) non-responsiveness of the audience through colonizing the public sphere with business logic.

[view paper \(if available\)](#)

There is No Lean In for Men

Best Critical Paper on Gender sponsored by the Journal of Gender, Work & Organization
Designated as a "Best Paper" for CMS
Author: **Nicole Ferry**; City U. of Seattle
Author: **Eric Guthey**; Copenhagen Business School

There is no Lean In for men. That is, in the mass market leadership press, in leadership development circles, and in much of leadership research, the counterpoint to "women's leadership" is not "men's leadership," but just plain, gender-neutral "leadership." In this paper, we explore the discursive, cultural, and gender politics behind the stark divide between the popularity of women's leadership on the one hand, and the relative non-existence of men's leadership as a comparable topic of concern on the other. Toward this end, we track the rise of women's leadership discourse, we discuss the subtle (and not so subtle) gendered nature of supposedly gender-neutral leadership speak, and we analyze the differences between a best-selling women's leadership text and a popular 'gender-neutral' text. On this basis, we argue that the prominence of "women's leadership," together with the comparable lack of a "men's leadership," functions to reinforce a masculinist leadership discourse that flies under the banner of "just good leadership." We also argue that over-attention to women as a special case in leadership contexts, and often as a problem to fix, ultimately reinforces sexist and/or misogynistic attitudes that can undermine the very project of empowerment that women's leadership discourse seeks to promote.

[view paper \(if available\)](#)

Expatriate-Local Inequality as Epistemic Dominance in International Development Organizations

Best Critical Paper on International Business is

sponsored by the journal *Critical Perspectives on International Business*

Author: **Emily Cook-Lundgren**; U. of Edinburgh

Author: **Ishbel McWha-Hermann**; U. of Edinburgh

Author: **Thomas Stephen Calvard**; U. of Edinburgh

This paper explores the persistence of inequality between “expatriate” and “local” staff in international development organizations despite these organizations’ outward aims of equality and improving lives. We draw on 33 qualitative interviews, observation, and documents collected over a three-month period at a development organization in Nairobi, Kenya. Analyzed through the lens of coloniality, the data illustrate how unequal relations are perpetuated through the legitimization of Western epistemic perspectives, which naturalize and authorize expatriate-local difference. This difference persists through organizational practices that prioritize equality, unity, and meritocracy. By providing novel empirical insights into operations of coloniality in organization in the Global South, we show how relations of domination codified in the colonial era persist and contribute to ongoing inequality through epistemic dominance. In doing so, we illuminate the mechanisms that not only give rise to racial difference in work and organization but also facilitate its persistence, contributing to efforts to break the silence on race in organizations and development.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

MOC

Intuition in Organizations: New Directions in Intuition Research (session 1100)

Intuition and the Role of Context

Michael Grant; Uppsala U.

Fredrik Nilsson; Uppsala U.

Anna-Carin Nordvall; Dept of Business Studies Uppsala U.

Intuitive Judgment and Decision Making in Front Line Policing

Cinla Akinci; U. of St Andrews

Intuition as Part of Unthematic Knowledge: Case Studies from Chinese Aerospace Industry

Xin (Rachel) Wang; Beijing Institute of Technology

Tools for Exploring the Unknowable: Intuition vs. Artificial Intelligence

Viktor Dorfler; U. of Strathclyde Business School

Alina Bas; U. of Strathclyde Business School

Intuition and Felt Sense: What is the Difference?

Nicole Yeung; Griffith Business School, Griffith U.

Marta Sinclair; Griffith U.

Theoretical Advancement in the Field of Intuition: Dialogue with Prolific Researchers

Suzi Elen Ferreira Dias; FEI - Centro U. FEI

Edson Sadao Iizuka; Centro U. FEI

Marta Sinclair; Griffith U.

Asynchronous

PRACTICE

INTERNATIONAL

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

CM

The Psychology of Aggression and Deception (session 1068)

Are You Really Happy to See Me? Asymmetric Perceptions of the Ethicality of Emotional Deception

Author: Polly Kang; The Wharton School, U. of Pennsylvania

Prior work has defined emotional deception as the inauthentic display of a felt emotion. We demonstrate that the directionality of an inauthentic emotional display profoundly influences perceptions of emotional deception. Specifically, we introduce the term up-display to define the exaggerated display of a felt emotion; and we introduce the term down-display to define the suppressed display of a felt emotion. We focus our investigation on emotional misrepresentation in negotiation, because both deception and emotion profoundly influence negotiation outcomes. Across five studies, we demonstrate that individuals judge up-displays of anger, sadness, and happiness to be significantly less ethical than down-displays of these same emotions, even when the intentionality and outcomes of the emotional deception are equivalent. These findings advance our understanding of emotional deception and challenge prior work that has overlooked the crucial distinction between up- and down-displays of emotion.

view paper (if available)

On the Unique Justifying Functions of Mind Ethic Ideology (WITHDRAWN)

Designated as a "Best Paper" for CM

Author: Jae Yun Kim; SUSTech

Author: Aaron Kay; Duke U.

Considerable research and theory have pointed to the system-justifying function of Meritocratic Ideology (i.e., the belief that hard work leads to success), noting how useful it can be in justifying inequalities in material well-being (e.g., wealth). We propose that a distinct form of ideology, which we

term “Mind Ethic,” has emerged to help people justify inequalities by advocating proper mental habit (e.g., thinking properly about the relevant desire) as a useful tool for goal achievement. Across four studies, we devise a measure to capture individual differences in Mind Ethic, and then demonstrate its unique predictive power. Studies 1a and 1b demonstrate that whereas both Meritocratic Ideology and Mind Ethic predict character derogation (vs. enhancement) of those who suffer (vs. those who are succeeding) in contexts of material well-being (e.g., attributing higher intelligence to a rich person), only Mind Ethic predicts such system-justifying tendencies in contexts of psychological well-being (e.g., attributing increased laziness to those who are unhappy). Studies 2 and 3 further examine Mind Ethic’s system-justifying function across two different domains (i.e., career and health) and show that Mind Ethic predicts justification of target persons’ unequal life outcomes when those are attributed to differences in the targets’ mental habits or mental effort (i.e., having negative thoughts vs. having positive thoughts in Study 2, only receiving radiation therapy vs. receiving additional meditation in Study 3), but not when the outcomes are attributed to differences in what the targets do about the relevant goals (i.e., not working hard vs. working hard in Study 2, only receiving radiation therapy vs. receiving additional chemotherapy in Study 3). This research suggests that Mind Ethic may provide a unique set of rationale for justification of unequal outcomes.

[view paper \(if available\)](#)

Cognitively Processing Covert Aggression
(WITHDRAWN)

Author: **Stacey Ann Marie Kent**; ACU

We explored how people cognitively process interpersonal, covert aggression, which is purposeful behavior motivated by negative intentions toward another yet subtle enough to be nonobvious. We found that people experience cognitive stages of realization, sensemaking, self-monitoring, and script development to decipher and respond to aggressors’ covert behavior. The first phase often occurs after repeated episodes due to the subtle nature of indirect aggression. In the

sensemaking phase, targets of aggression socialize the events with their peers and create narratives for why they have become targeted. In the self-monitoring phase, targets evaluate their own behavior in relation to the aggressor's behavior. In the final phase, targets create behavioral scripts of how to interact with the aggressor. The process we outline establishes a framework for advancing research in covert aggression.

[view paper \(if available\)](#)

Blinding Curiosity: Exploring Preferences for "Blinding" One's Own Judgment (WITHDRAWN)

Author: **Sean Barrett Fath**; ILR at Cornell

Author: **Richard Paul Larrick**; Duke U.

Author: **Jack Soll**; Duke U.

We investigate people's degree of preference for "blinding" in decision-making: purposefully restricting the information one sees in order to form a more accurate evaluation. For example, when grading her students' papers, a professor might choose to "blind" herself to students' names by anonymizing them, and thus evaluate the papers on content alone. We hypothesize that most people will consider blinding the appropriate choice in hypothetical evaluation contexts but will be less likely to choose to be blind when placed in real evaluation contexts. We find support for this hypothesis across four pre-registered studies (N = 3,273). Further, we demonstrate how choosing to see potentially biasing information (rather than to be blind to it) can make decision-makers susceptible to bias in their decisions. Finally, we present evidence that curiosity, fairness, and accuracy are competing motivations in blinding decisions and test the effectiveness of two interventions to increase people's preference for blinding.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

CMS

**Addressing Time & Temporality
Critically (session 1069)**

CMS

**Business, Politics, and Society in
Troubled Times (session 1070)**

Articles in this session discuss how history and time can critically inform a critical take on management and organization studies.

Out of Place: Management Studies' Temporal Misplacements of Mary Parker Follett

Author: **Rebecca Bednarek**; Victoria Management School

Author: **Stephen Cummings**; Victoria U. of Wellington

Author: **Todd Bridgman**; Victoria U. of Wellington

It is hard for management studies to place Mary Parker Follett. She is a woman, and she did not focus on corporations or factories, like the so-called early management pioneers. She is not an academic or a consultant. In this article we examine a further problem contributing to her ideas failing to get the recognition they deserve. We argue that this is because it has proved difficult for our field to place her chronologically and too easy to place her spatially into different management ideas (and fads). Even when management writers have grasped aspects of her contributions, they appear out of step with the accepted chronological ordering of management thought. This contributes to Follett being forgotten and then remembered with surprise, over and over in numerous different ways. Out of step with management studies' accepted chronology, her legacy floats and is continuously clutched, but our perpetual memory loss means that it never sticks long enough to take root and be cultivated. This also contributes to her epithet: while signifying her as the 'Prophet of Management' - which may seem like a plaudit but instead further undermines Follett's insights and contribution.

[view paper \(if available\)](#)

Judicial Discourse and Employment Justness: Post-War Path Dependence in Japanese and U.S. Labor Law

Author: **Charles Thomas Tackney**; Copenhagen Business School

Author: **Toyoko Sato**; Copenhagen Business School

This study broadens our sight on the role of

The articles in this session examine the multiple intersections between business, society, and political power.

Theorizing Organizational Hubris and Imagination Failures: Reflections on the Twentieth Anniversary (WITHDRAWN)

Author: **Amy L. Fraher**; Southampton Business School, U.K

This article addresses this year's AOM theme, "20/20: Broadening our Sight", by making the invisible 'visible' in a study of the causes of September 11th, 2001 (9/11). The aim is to advance the psychodynamic understanding of imagination failures by analyzing the findings of the US government's public inquiry in The 9/11 Report. In this study, I distinguish between narcissistic and hubristic organizations, theorizing that two forms of organizational hubris—America's 'hubris of empire-building' and Al Qaeda's 'hubris-nemesis complex'—amalgamated in a uniquely generative manner leading to 9/11. Previous studies of public inquiries demonstrate that inquiry reports are monological story-telling performances used to create sense-making narratives that function hegemonically to impose a simplified version of reality to assign blame, depoliticize events, and facilitate closure after shocking events. In contrast, findings here suggest that by constructing a critical narrative, The 9/11 Report may serve as a new type of public inquiry report that invites analysis of the complex factors that underpin crisis. The article concludes by identifying fruitful areas of future research and ways to theorize further about the psychodynamics of organizational hubris and the factors that contribute to imagination failures.

[view paper \(if available\)](#)

The Business of Language & the Language of Business: Neoliberal Performativity & Hegemonic Discourse

Author: **Jeremy Aroles**; Durham U. Business School

Author: **John S Hassard**; U. of Manchester

Author: **Paula Hyde**; U. of Manchester

administrative and judicial construal or construction in the postwar path dependent divergence of Japanese and U.S. employment relations. After noting contemporary variance on important parameters: executive compensation, income inequalities, and labor unit efficiencies, we identify the shared grounding in labor legislation passed within a decade or so during the 1930s – 1940s. We focus on the exceptional “at will” employment doctrine of the U.S., noting its origins in poor academic research and continued precedent support through “judge made” case law. Next, recalling its basis in the work of John R. Commons, our study introduces the role of Suehiro jurisprudence in postwar Japanese law, with its featured discourse of justness in the workplace evidenced in Japan’s Supreme Court decisions and administrative guidance. Japanese postwar jurisprudence lacks preoccupations with “originalism” to U.S. founders’ intent, or precedent obligations to “at will” employer prerogative. Notwithstanding, Japanese knowledge of U.S. case law and the role of precedent enabled a corrective focus on employment in justness and management participation. The persistent U.S. failure to recognize a continuing employment relationship is contrasted by the distinctive Japan path divergence, inviting remediation regardless of judicial ideology, originalist or progressive. We recognize in the work of Charles Lund Black, a U.S. constitutional law scholar, a parallel legal methodology that can effectively remediate “at will” precedent through due process (Fifth and 14th Amendments) and the unenumerated rights implied by the Ninth Amendment of the U.S. Constitution.

[view paper \(if available\)](#)

Organizing at High Speeds: Temporal Pathologies in the UK Artificial Intelligence Field

Author: **Chris Baird**; U. of Edinburgh Business School

Author: **Michelle O’Toole**; U. of Edinburgh Business School

This paper questions the one-sided thesis that ‘speed’ is a defining feature of successful organization. While organizations are continuously advised of the perils of slowness, much less has been written on the pathologies of speed. We report

Austerity measures and neoliberal policies have deeply affected the UK cultural sector. In particular they have been central to cementing the idea that contemporary cultural institutions should henceforth be regarded as commercial operations. As the language of business and management increasingly frames how organizations of the cultural sector are described, this paper seeks to define the main discursive practices motivating this performative repositioning. Drawing theoretically from J. L. Austin’s (1962) landmark philosophical work on performativity, and building empirically on in-depth interviews with senior staff across the UK museum sector, we argue that the incursion of business language has served to reshape the ‘reality’ of the sector. This has been achieved, primarily, by materialising what we term conceptually a new hegemonic performative discourse – one based on notions of monetisation, productivity and rebranding. In order to understand current and possibly future dilemmas facing the management and organization of museums, we assess the consequences of this new commercial discourse as it becomes framed as strategically superior to that of its historic conservational and educational counterpart.

[view paper \(if available\)](#)

Liberating Numbers? Statactivism Work for Tax Justice (WITHDRAWN)

Author: **Wafa Ben Khaled**; U. of Birmingham

Author: **Mattia Anesa**; U. Of Sydney

Author: **McKenzie David Arthur Lloyd-Smith**; Cass Business School, City U. London

In line with the Foucauldian governmentality narrative, prior studies of the role of calculative practices in accounting, organization and management studies mainly regard numbers as a subjugating force serving the dominant neoliberal hegemony. Moving beyond this approach, recent research on counter-accounts envisions the possibility to resist numbers by providing alternative accounts of the social reality, whereas research on ‘stat-activism’—the reliance on statistics for political purpose—see the re-appropriation of numbers as key to subvert hegemonic orders. However, little is known about the activities underlying statactivism.

these pathologies as they emerged during an extensive two-year study of the UK Artificial Intelligence (AI) field. Here, through 30 interviews, attendance at 20 AI-events, and considerable archival data, we encountered numerous AI workers facing strong tensions between imperatives for speed in AI work on the one hand, and a desire to steer AI work in a 'robust' and 'beneficial' direction on the other. While an emphasis on speed is frequently linked with performance, our analysis reveals it led to profound issues of widespread 'precarity,' 'corner cutting,' and 'temporal desynchronization.' This suggests that when ethical and responsible organizational practice is desired, speed imperatives may need to be discouraged. We develop these insights further through an engagement with two of the foremost theorists of speed—Paul Virilio and Hartmut Rosa—both of whom are relatively untapped theoretical resources for management and organizational scholars interested in speed, temporality and related issues.

[view paper \(if available\)](#)

Standing in the Tide - The Dynamics of Private and Public Governance in MSI Development

Author: **Johanna Jarvela**; Cass Business School

This paper explores the temporal dynamics of multi-stakeholder initiatives. While previous research has investigated the delivery, legitimacy and impacts of these voluntary governance constellations, it has for most part disregarded how they evolve overtime. By building on longitudinal empirical material on two sustainability initiatives in mining, I show how state governing, politics and issue dynamics influence the development and survival of these initiatives. This research contributes to the previous literature on the interplay between private and public governance by first, by showing how state both influence and adopt CSR; secondly, examining the evolving character of governmental engagement through adoption, orchestration, and withdrawal; and third by analysing how these governmental strategies influence the overall functioning and evolution of the initiatives.

[view paper \(if available\)](#)

In this paper, we conceptualize 'statactivism work' and investigates its deployment through a qualitative study. We analyze how activists produce a report that showcases statistics about the welfare loss induced by corporate tax minimization, ultimately triggering a four-year Senate inquiry in Australia. Relying on multiple sources of qualitative data, we analytically induced three facets of statactivism work—seizing the opportunity, producing critical numbers and campaigning. The simultaneous use and complementarity of these practices explain how these activists have exploited the emancipatory potential of existing public numbers and, in so doing, challenged corporate hegemony. As a whole our analysis updates the governmentality narrative, conceptualizes statactivism work, and advances organizational studies of calculative politics.

[view paper \(if available\)](#)

Visualizing Corporate Sustainability as a Heterogeneous Network: A Ventriloqual Approach (WITHDRAWN)

Author: **Wenjin Dai**; The Open U., United Kingdom

The field of Corporate Sustainability (CS) has been dominated by a human-centric view that seeing CS as a phenomenon mostly communicated by and for human beings (as well as the future human beings). Ironically, this view of CS often isolates human influence from ecological materiality and ignores the environmental foundation every organization relies on. Using the notion of ventriloquism and actor-network theory, this article challenges the human-centric view of CS, with problematic implications of how we understand sustainability. This study is conducted in a Japanese multinational corporation based in Shanghai. Participant produced drawing method is used together with interview and ethnographic methods. Through a ventriloqual approach, this article argues CS is not just produced by various human and/or nonhuman actants, but it comes alive through an interdependent, relational, and heterogeneous network. This article contributes a visual account to the communication conceptions of CS: it exemplifies the separation of human and/or nonhuman influences is problematic and calls for innovative approaches that transcending such

Asynchronous

INTERNATIONAL

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

dichotomy and dualism.

view paper (if available)

Asynchronous

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

GDO

HR

OB

Broadening our Sight: New Directions in Disability Research (session 1083)

This presenter symposium features five research studies by well-known disability scholars on the inclusion and workplace experiences of persons with disabilities. Together, these studies extend the boundaries of disability research by showcasing inadvertent ways in which new workplace designs perpetuate social inequality, how managers' informal accommodation decisions are driven by social exchange lens, that hiring persons with a disability may enhance organizational reputation, that supervisors with disabilities may function as multipliers of inclusion and productivity, by offering an updated conceptualization of stigma dimensions, and by developing a new measure of stigma characteristics. Our discussants will synthesize the individual presentations to suggest future directions as well as practical suggestions for promoting inclusion within organizations.

New Ways of Working, New Ways of In/Excluding People with Disabilities? A Conceptual Model

Eline Jammaers; U. Catholique de Louvain
Taskin Laurent; Louvain Research Institute in Management and Organizations -LouRIM

Managers' Decisions to Provide Informal Accommodations to Employees with Disabilities

Catherine Connelly; McMaster U.
Silvia Bonaccio; Telfer School of Management, U. of Ottawa
Ian R. Gellatly; U. of Alberta

GDO

Discrimination (session 1081)

Local Racial Diversity, Intergroup Contact, and Exclusionary Organizational Preferences Among Whites

Designated as a "Best Paper" for GDO

Author: **Eric Anicich**; U. of Southern California

Author: **Merrick Osborne**; USC Marshall School of Business

The demographic landscape of the United States is rapidly changing and by 2045 the U.S. will become a "minority White" country. We leverage several unique datasets to examine (1) how experiencing zip-code-level racial diversity affects Whites' intergroup attitudes and professional decisions and (2) whether gatekeepers to historically White institutions maintain policies that serve to perpetuate interracial barriers. Matching survey data to local Census data (N = 1,046,120), we find that Whites express more anti-Black bias in more versus less diverse communities, but that this bias is attenuated when intergroup contact is higher. Next, using data from every tennis (N = 10,542) and golf (N = 10,933) facility in the U.S., we find that local diversity is positively correlated with the maintenance of exclusionary barriers (e.g., guest policies, monetary fees, dress codes). Finally, two experiments (total N = 1,117) demonstrate that Whites avoid organizations in diverse geographical locations and organizations that espouse diversity values, further impeding intergroup contact. Importantly, this aversion is driven by Whites' anxiety (generalized and resource-based). Despite the debiasing promise of increased intergroup contact that living in a diversity community provides, Whites' reactions to diversity may serve to reduce contact instead, thus perpetuating a cycle of intergroup aversion.

Customer Reactions to Employees with Disabilities: Opportunity for Increased Corporate Reputation?

David J. G. Dwertmann; Rutgers U.
Bernadeta Gostautaite; ISM U. of Management and Economics
Ruta Kazlauskaite; ISM U. of Management and Economics
Ilona Buciuniene; ISM U. of Management and Economics

Understanding Versus Liking: Disability Similarity as Predictor of Idiosyncratic Deals

Miriam Karin Baumgaertner; U. of St. Gallen
Amit Jain; U. of St. Gallen
Christoph Breier; U. of St. Gallen
Karin Maier; GIZ
Stephan Alexander Boehm; U. of St. Gallen

Understanding the Dimensionality of Stigma: Scale Development and Workplace Disability

Implications

John Lynch; U. of Illinois at Chicago
Kayla Follmer; West Virginia U.
Ui Young Sun; U. of Illinois at Chicago
Kisha Shannon Jones; Pennsylvania State U.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

view paper (if available)

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

Author: Nichole Kay Wissman Weber; U. of San Diego
Author: Nardia Haigh; U. of Massachusetts

Climate reports underscore the differential impact of climate change risks for marginalized communities— women, people of color, indigenous communities, the disabled, and socioeconomically disadvantaged populations—and the need to recognize and address inequities in climate adaptation processes. To date, scholarship on climate adaptation in organization and management scholarship focuses on firm-level and empirical work has failed to account for the complexity and materiality of socio-ecological systems, historical processes that structure inequity, and the agency of actors within adaptation processes. To address this, we develop a material climate justice framework by extending conceptual links between risk, material feminism, and justice. The material climate justice lens combines climate justice (CJ) insights about political economic processes that distribute risks and rewards in the urban context and the materiality of differentially embodied exposures to risks, resources, and political advantages. We describe the ways representatives of marginalized groups practice agency in climate adaptation processes that are primarily being driven by government agencies in consultation with business, academic, and consulting groups. Findings suggest that representatives of marginalized populations engage in sub-processes to impact climate adaptation that expand notions of climate risk to include embodied experience connected to resources, representation, histories, place and future embodied experiences.

view paper (if available)

They Got the Job but Winning is Only Half the Battle: Whiteness and Patriarchy in the Upper Echelons

Author: Samantha E. Erskine; Weatherhead School

of Management, Case Western Reserve U.

Extant scholarship inundates us with messages about the underrepresentation of people of color in executive roles and the hardships they endure when advancing in their careers yet in the nonprofit sector, there is an increasing number of people of color who hold executive roles, including the Chief Executive Officer role. What are their experiences once they reach the proverbial “mountaintop” (shattered glass ceilings, navigated labyrinths, and chipped away at concrete walls described by organizational scholars)? This qualitative study, grounded in hermeneutic phenomenology and supported by critical race feminist theory and intersectionality, explores the lived experiences of Black women, Black men, and Latina (female) CEOs of nonprofit organizations. Although they were hired to lead multi-million dollar organizations as Presidents, CEOs, and Executive Directors, they often navigate conflicts and challenges with their board members, donors, and colleague CEOs on issues of philanthropy, governance, power, and organizational identity. This study unearths stories of white supremacy, patriarchy, fragility, harassment, anger, and the paradox of power within the upper echelons where whiteness is embedded with philanthropic largesse. I also address the dualism within the nonprofit sector to champion, build, and strengthen the capacity of individuals, families, and communities to survive and thrive while perpetuating toxic workplace cultures within the upper echelons. The findings and implications brought to light in this study are informative for organizational scholars and practitioners whose work centers on attracting and supporting executives of color and/or developing board members’ capacity to govern people of color-led nonprofit organizations.

view paper (if available)

Sanctioned Radicals: Comparing Collective Organizing Around Race and Gender Inside Organizations

Best Paper Based on a Dissertation

Author: **Lumumba Seegars**; Harvard Business School

In response to ongoing race and gender inequality, racial minorities and women have often collectively organized around their identities to create more inclusive workplaces. Although both groups are marginalized, the structures of race and gender hierarchies are different. This paper explores how collective organizing around race differs from collective organizing around gender inside of organizations. Because race and gender inequality are both based on hierarchies that differentially allocate resources, I analyze the resource relationships between the subordinate and dominant members of both hierarchies (Black and White for race; women and men for gender). I pay particular attention to the dynamics of formal organizing inside of organizations and introduce the term sanctioned radicals. Sanctioned radicals are individuals who attempt to change their organization with the explicit permission and approval of their organization. They are sanctioned by being officially recognized and supported with resources, but they are also sanctioned by being controlled by that resource relationship. Thus, organizing within organizations amplifies the resource relationship already inherent within gender and race hierarchies. In a qualitative field study comparing employee resource groups (ERGs) organized for Black versus women employees in a high tech company in Silicon Valley, I found that Black and women employees' experiences of sanctioned radicalism differed with regard to their ability to access resources. I discuss how the unique traits of race and gender along with the intersections of race and gender shaped this variance. Finally, I discuss how this research can illuminate paths for reducing both race and gender inequality.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

Identity and Stigma (session 1082)

GDO

Work-Family Conflict (session 1080)

Managing Concealable Stigmas When the Online and Offline Worlds Collide

Author: **Lucas Amaral Lauriano**; King's College London

Author: **Thiago Coacci**; UFMG

Employees with concealable stigmas can opt to hide part of their lives at work. A growing number of studies have shown the antecedents and consequences of revealing stigmatised identities to peers, when the lines between work and non-work contexts are clear. The internet, however, has caused a collapse in such lines, with the possibility of interaction with multiple audiences in a single virtual space, such as Facebook and Instagram. Literature on concealable stigmas has overlooked this context collapse, leading to limited knowledge about the impact of social network sites in such cases. We then ask: how do social network sites affect the management of concealable stigmas? Drawing on ethnographic observation and semi-structured interviews with gay male employees in the Brazilian organisation, we reveal that stigmatised employees adopt a 'mirroring behaviour' to avoid disclosure dissonance between online and face-to-face behaviours. Contrary to current studies on online behaviour, we argue that segmentation of identities can do more harm than good. Peers can easily realise such 'acting', even if stigmatised employees are skilful at using social network sites. We advance concealable stigma studies by exploring changes that the internet causes in stigma management, also including peer's perceptions as an essential variable.

[view paper \(if available\)](#)

Highlighting Minority Identity Resources to Increase Well-Being of Marginalized Employees

Author: **Tejvir Sekhon**; Western Washington U.

Author: **Meghana Warren**; Western Washington U.

Increasing diversity and inclusion using institutional policy-based levers alone has proven to be difficult. Recent research has begun to explore more interpersonal approaches such as allyship. Allies, i.e., dominant group advocates of marginalized employees, can leverage their privileged identity(ies) as strengths to support the well-being of

The Implication of Power Dynamics in Dual-Earner Couples: A Study of Household Labor

Author: **Hyejin Yu**; Oklahoma State U.

Author: **Alexis Nicole Smith**; Oklahoma State U.

Our research studies the household labor of dual-earner couples—married or cohabiting couples where both partners are employed. Integrating power theories and gender-role perspectives, we examine how power dynamics within dual-earner couples influence each spouse's household labor. Polynomial analyses of 204 respondents in dual-earner couples revealed that relative power between spouses affects men and women differently. A focal spouse's asymmetric power over the partner spouse exerted a strong influence on men's participation in household labor, but not for women. In addition, we found a concave relationship between the couple's symmetric power and men's household labor, indicating that men increase household labor when both spouses jointly increase power but stop increasing when both spouses reach high power. Our research contributes to the literature of power, gender, and dual-earner couples by examining all possible patterns of the power structure within couples and providing a precise explanation of how relative power and joint power between spouses affect husbands' and wives' household labor.

[view paper \(if available\)](#)

Supervisor Role Identity Saliency and Employee Work-Family Conflict

Author: **Peng Wang**; Miami U. Ohio

Author: **Joseph Charles Rode**; Miami U. Ohio

Author: **Zhen Wang**; Ren Ming U. of China

Drawing upon role identity theory and perspective-taking research, we investigated the relationship between supervisor family identity saliency and employee work-family conflict, with supervisor work identity saliency as a moderator and perceived supervisor work-family support as a mediator. Using the leader-follower dyadic data, we confirmed the negative indirect effect of supervisor family identity saliency on employee work-family conflict through increased perceived supervisor work-family support. Moreover, supervisor work identity saliency

marginalized employees. However, effectiveness of specific allyship interventions remains unclear. We develop and test a novel theoretically-derived positive psychology-based allyship intervention, specifically, highlighting minority employees' identity-based resources in the face of a discrimination episode. Results from two experimental studies show that any intervention by an ally can boost the marginalized employee's feelings of inclusion and vitality post transgression. However, highlighting the marginalized employee's identity-based resources is more effective than communicating firm's diversity and inclusion policy or confronting the transgressor. Highlighting resources signals the ally's sincerity and makes the marginalized employee feel more included and hence, more vitalized. Among the different types of identity resources, highlighting psychological and intellectual capital of a marginalized employee is parsimonious yet as effective as highlighting all types of resources combined, because it is perceived as more sincere. This research provides allies and managers with a quick, actionable and non-confrontational intervention that can increase the well-being of marginalized employees.

[view paper \(if available\)](#)

From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity

Author: **Karren Kimberly Knowlton**; The Wharton School, U. of Pennsylvania

Scholars have long been interested in how employees experience minority status as tokens, overlooking the possibility that many employees may view themselves in a different way - as trailblazers. I suggest a psychological conceptualization of what it is to be a token employee, as opposed to previous definitions based on numeric representation. I present a theoretical framework for why and how minority employees' work-related experiences lead to token and trailblazer identities. By establishing the constructs of token and trailblazer identities, I redirect literature on tokenism toward a broader consideration of minority identity at work and the foundations of that identity. Further, I argue that token and trailblazer identities are independent and

strengthens the positive effect of supervisor family identity salience on perceived supervisor work-family support. Perceived supervisor work-family support also mediates the interactive effect of supervisor family identity salience and supervisor work identity salience on employee work-family conflict. Implications and future research directions are discussed.

[view paper \(if available\)](#)

Linked Lives and the Gendered Household Context for Self-Employment in the UK

Author: **Shireen Kanji**; Brunel Business School
Author: **Natalia A. Vershinina**; Audencia Business School

The importance of the household context for understanding transitions to self-employment is gaining recognition. We examine the gender dimension to this theme and establish whether there is a causal effect of the transition to parenthood, marriage or cohabitation on the transition to self-employment and business ownership for men and women using eight waves of Understanding Society (n=43,674), the nationally representative UK household panel survey. In order to develop our understanding of the household context through the lens of linked lives, we focus on how one partner's long hours at work impact the other partner's transitions to self-employment, and thereby examine the gendered asymmetries in this relationship for heterosexual couples. We bring out the different social positions of self-employment better by contrasting how the household context relates to self-employment status for business owners, arguably a more advantaged group, with a less advantaged group who enter self-employment from unemployment.

[view paper \(if available\)](#)

Ideal or Idiosyncratic? How Women Manage Work-Family Role Conflict

Author: **Bobbi Thomason**; Pepperdine Graziadio Business School

not mutually exclusive. I go on to explain how the interaction between these identities influences minority employees' persistence and advocacy—behaviors that are critical for cultivating more equitable, inclusive, and diverse workplaces.

[view paper \(if available\)](#)

Identity (In)congruence in Ethnically/Racially “Superior/Inferior” Peer Dyads

Author: **Pegah Sajadi**; HEC Montreal

Author: **Ariane Ollier-Malaterre**; UQAM U. of Quebec in Montreal, Canada

In this paper, we use social dominance theory to investigate the identity negotiation processes at play in racially/ethnically diverse dyads of peer employees. We focus on dyads in which one employee belongs to a race/ethnicity viewed as ‘superior’ and his or her peer to a race/ethnicity viewed as ‘inferior’. Building on social dominance theory, we argue that the social dominance orientations (SDO) of the members of such a dyad, that is the extent to which they accept and support the dominance of ‘inferior’ groups by ‘superior’ groups in a society, predict identity (in)congruence, i.e. (in)congruence between the way an employee sees him or herself and the way the peer sees him or her. Specifically, we theorize that conforming dyads in which both members have high SDO and mature dyads in which both members have low SDO experience identity congruence. Conversely, stormy dyads in which the ‘superior’ member has high SDO and the ‘inferior’ member has low SDO, and compassionate dyads in which the ‘superior’ member has low SDO and the ‘inferior’ member has high SDO, experience identity incongruence. Further, our theory explains the consequences of identity (in)congruence in each dyad.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HR
OB

A Relational Perspective of

By connecting research on managing work-family role conflict with research on role theory and relational identities, I explore the relationship between different domestic role set enactments and approaches to managing the work-family interface. Using the career narratives of 70 executive and non-executive women from the Middle East and Africa, I examine how their work-family strategies interacted with their career trajectories. At the core of my theoretical model is the process by which idiosyncratic versus ideal enactment of role sets between focal women and their multiple role senders result in distinct strategies for managing work-family role conflict. Whether women enacted an ideal or idiosyncratic version of their role was not up to them alone. It also mattered where multiple role senders were on a spectrum ranging from rejecting to cooperating. Women interacted with multiple domestic role senders and these role senders were particularly consequential because women’s roles at home (e.g., wife, daughter, sister) are rooted in relational identities. The consequences of these strategies on women’s career trajectories are discussed. This paper contributes to theories of relational elements of roles, work-family and gender in work and careers.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HR

Diversity and Inclusion (session

Leadership and Human Capital Resources in Organizations (session 1089)

Human capital resources, which originate as individual-level employee knowledge, skills, abilities, and other characteristics (KSAOs) before aggregating to a unit-level resource through the process of emergence, are the key vehicle for organizations to accomplish their work. As such, there has been an increased interest both in the KSAOs of employees, as well as how employee relationships influence a unit's capabilities, identification, embeddedness, and turnover intentions. As leaders occupy central roles within the organization, they are likely to influence the emergent enabling states necessary for the emergence of human capital resources, both directly through their own abilities, as well as through leader/subordinate relationships. In short, leaders influence how group members think, behave, and feel. However, these relationships are bound not only by the subordinates' prior perceptions of the leader, but also by the task demands of the situation, as well as cultural context. This symposium includes four papers that examine how leaders impact and are impacted by emergence enabling states that influence the emergence process. These papers use longitudinal data from US, China, and Brazil to explore the characteristics of the leader, the context in which the leader operates, and the impact leaders have on emergence and team outcomes.

The Impact of Leader Turnover on Collective Turnover and Unit Performance

Julie Irene Hancock; U. of North Texas

Jonathan Hendricks; U. of Nebraska, Lincoln

Kathryn Ostermeier; Bryant U.

Danielle Cooper; U. of North Texas

Miguel Caldas; U. of Texas at Tyler

The Relationship Between Team Role Multiplicity and Team Creativity: A Role Accumulation Perspective

Jia Yu; U. of Nebraska, Lincoln

Robin Mengxi Yang; School of Economics and Management Tsinghua U.

1085)

Successful Aging at Work: The Role of Work Design in Growth Trajectories of Older Workers

Author: Karen Pak; Radboud U. Nijmegen

Author: Dorien Kooij; Tilburg U.

Author: Annet De Lange; U. of Applied Sciences Arnhem and Nijmegen

Author: Swenneke Van Den Heuvel; TNO

Author: Marc Van Veldhoven; Tilburg U.

In order to age successfully at work, people need to maintain or improve their work ability and motivation to work. This implies a process that develops over time and can differ substantially between individuals. Most studies fail to capture this process as they take a variable-centered approach. This study investigated whether different trajectories of perceived work ability and motivation to continue working in the current job can be distinguished between older employees over time and to what extent job demands and job resources are predictive of these different trajectories. We applied growth mixture modeling among 5,799 employees of 45 years and older at four time points. We found four distinct groups of older workers that differed in their trajectories of perceived work ability and three types of groups of older workers that differed in their trajectories of their motivation to continue working in the current job. Higher levels of physical and emotional demands were more common in trajectories that were unfavorable, whereas higher levels of mental demands, autonomy, supervisor support, and colleague support were more common in favorable trajectories. This study gives Human Resource Management practitioners insight into how jobs should be designed to stimulate successful aging at work.

view paper (if available)

Assessing How Perceived Inclusion Affects Minority Employees' Organizational Satisfaction in Higher Education

Author: Abdelfatah Arman; Penn State U.

Workplace inclusion research indicates that there is a relationship between an individual's demographic

Better Together? Examining Team Networks in Context (WITHDRAWN)

Amy Bartels; U. of Nebraska, Lincoln
Margaret M. Luciano; Arizona State U.
Lauren D'Innocenzo; Drexel U.

The Role that Voice and Performance Play in Leader's Ego Depletion

Haolin Fu; U. of Nebraska, Lincoln
Troy Smith; U. of Nebraska, Lincoln
Pengcheng Zhang; Huazhong U. of Science and Technology

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

status in the workgroup and organizational inclusion. Evidence also suggests that employee job dissatisfaction contributes to turnover intentions. There is a need for investigating ways to create work environments in which diverse individuals can be integrated into organizations and feel included. To address this need, in this present study, a quantitative exploratory approach was used to measure the relationship between minority status and job satisfaction for employees in higher education institutions in the U.S., and the relationship between minority employees' status and their perceptions of inclusion in their workgroups. A sample of 1,898 participants employed in the United States higher education organizations were recruited using Amazon's Mechanical Turk (MTurk). Findings illustrate there is a statistically significant positive correlation between inclusion and workplace satisfaction. The results also show there are differences in inclusion by demographic status, sexual orientation, disability status, religion, and type of workplace. One of the study's implications, if employees feel they are excluded in the workplace, they are more likely to become dissatisfied with their workplaces, which may result in voluntary turnover of high performing employees, as their feelings of being included go up, their satisfaction does. The study's results allude to the issue minority groups employed in higher education organizations have a low sense of belonging, which may result in dissatisfaction with the workplace and eventually force them to quit their jobs.

[view paper \(if available\)](#)

Cultural Intelligence and Establishment of Organizational Diversity Management Practices

Author: Lauren A. Turner; U. of Massachusetts, Lowell

Author: Kimberly K. Merriman; U. of Massachusetts, Lowell

Drawing from upper echelon theory, this study examines Chief Human Resource Officer (CHRO) level of cultural intelligence as a predictor of the establishment of discretionary diversity management practices during their tenure. Cultural intelligence in this case represents a psychological

and cognitive individual difference that we contend combines with functional expertise to bolster attention to diversity management. CHRO transformational leadership behaviors are modeled as an intervening process, conceived as the lateral and upward influence enacted by CHROs to impact structural-level change. This novel perspective stems from phenomenological insights and an early perspective of transformational leadership behaviors that has received little attention. We test our arguments with primary and secondary data collected from a sample of 193 CHROs and their respective institutions. Findings shed light on a largely unexplored functional role among top management ranks. We delineate contributions for research and consider the practical relevance for organizations at a time of heightened attention to diversity issues.

[view paper \(if available\)](#)

Reciprocity for Accommodations?

Author: **Sergei Kolomeitsev**; U. of Arkansas

Disclosing a disability often results in negative consequences for those on the job (Balsler 2000; Schur et al., 2009). While previous researchers have studied various aspects related to the accommodation process from the view of the person requesting accommodation (Bladridge & Swift, 2013) or the co-workers of the individual with disabilities (Coella, 2001; Colella, Paetzold & Belliveau, 2004), almost no emphasis has been placed on the perspective of the supervisor. The paper explores when and why supervisors will expect reciprocity from the accommodation recipient for the accommodation and the likely consequences.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

HR

New Hire Socialization and

HR

Talent Management (session 1084)

Development (session 1086)

Ambidextrous Leaders Helping Newcomers Getting on Board: How to Achieve Adjustment and Proaction?

Author: **Wenan Hu**; Tongji U.

Author: **Jinlian Luo**; Tongji U.

Author: **Zhijun Chen**; Shanghai U. of Finance and Economics

Author: **Jing Zhong**; Tongji U.

In the modern workplace, newcomers tend to achieve both role adjustment and role innovation simultaneously. Thus, a pressing need exists for the newcomer literature to understand how organizational insiders, such as immediate supervisor, can support newcomers to accomplish both purposes simultaneously. Drawing on the social information processing perspective, this study focuses on ambidextrous leadership, which contains two seemingly opposite yet potentially complementary behaviors—opening and closing leadership—and investigates their interaction effect upon newcomer task performance and innovative behavior. A field study based on 377 newcomers and their direct supervisors revealed that opening leadership and closing leadership exhibited a mutually strengthening interaction effect on newcomer innovation by individual creative self-efficacy. Conversely, the interaction effect between opening leadership and closing leadership on individual task performance was transmitted through role clarity. Furthermore, we discussed implications from the study, accordingly.

[view paper \(if available\)](#)

Newcomer Shared Perceptions of Supervisor Socialization

Author: **Flora Chiang**; China Europe International Business School

Author: **Byron Y. Lee**; China Europe International Business School (CEIBS)

Author: **Thomas A. Birtch**; U. of Exeter

Author: **Helena Cooper-Thomas**; Auckland U. of Technology

Drawing on the symbolic interactionist role

Talent Dispersion: Core/Periphery Distinctions, Team Performance, and Individual Talent Development

Author: **Tiffany Trzebiatowski**; Colorado State U.

Author: **Rakoon Piyanontalee**; U. of Wisconsin, Madison

Author: **Charlie Trevor**; U. of Wisconsin, Madison

Talent dispersion, and the hierarchy it creates, has the potential to be both functional and dysfunctional in teams. We argue and demonstrate that an overly broad conception of talent dispersion contributes to the disagreements in the literature. Through incorporating the notion of core and peripheral team members, we are able to conceptually and empirically investigate talent dispersion associated with certain members of the team, which allows for a cleaner use of relevant theory (in particular, the functionality of hierarchy) and less noisy tests of dispersion's consequences. Specifically, we focus on talent dispersion associated with individuals' core and peripheral positions on the team to better understand dispersion's effects on team performance. We also investigate how well the core members coordinate the tasks at hand as an important explanation for when talent dispersion may be beneficial to team performance. Finally, we recognize that talent dispersion's implications for learning, opportunities to perform, and incentives may also influence the development of individuals over time. This heretofore unstudied dynamic may speak to talent dispersion effects in a new way, further illustrating our emphasis on the need to consider the individual team members to fully understand the collective talent dispersion construct in teams.

[view paper \(if available\)](#)

Talent Management and the Employee: Systematic Review of the Nascent Literature and Research Agenda

Author: **Karin A. King**; London School of Economics

Talent management is a strategic workforce management practice of priority interest to CEOs and argued to be a business imperative of top

perspective, we propose that newcomers with the same supervisor will develop a collective or shared perception of supervisor serial socialization tactics (SSSTs) that predicts newcomers' work engagement and job performance. Additionally, we propose that supervisor intrinsic motivation for newcomer socialization provides a boundary condition on the effects of SSSTs. Using time lagged data from 91 supervisors and their corresponding 218 newcomers, we found that peer newcomers' shared perceptions of SSSTs are positively and significantly related to newcomer work engagement and in turn, newcomer job performance, even in the presence of SSSTs individual-level effects. Further, we found that supervisor intrinsic motivation towards newcomer socialization moderated the effects of SSSTs on newcomer job performance and the relationship between work engagement and job performance. These findings extend role theory in the socialization context to include novel insights concerning both peer newcomers' shared perceptions and supervisor intrinsic motivation.

[view paper \(if available\)](#)

Matching for High Quality Mentoring Relationships: Do Values Matter?

Author: **Sophie Drozdowski**; Ludwig Maximilian U. of Munich (LMU)

Author: **Eva Lermer**; LMU Munich & FOM U. of Applied Sciences

Author: **Dieter Frey**; Ludwig Maximilian U. of Munich (LMU)

Formal mentoring programs have become a common human resource practice in organizations and academia to facilitate personal learning and development. However, formal mentoring relationships fall short of their informal counterparts, as they are seldom of exceptional high quality. Mentoring research emphasized the importance of deep-level matching criteria to increase relationship quality and mentoring support by creating the right chemistry between mentor and protégé. Drawing on the formal mentoring framework and the similarity-attraction paradigm, the present study examines the influence of actual value congruence on protégé perceived relationship quality and role modeling support. Moreover,

management. As the scholarly literature in talent management continues to develop and become established as a distinct topic in the literature, it continues to broaden and establish links to multiple realms of empirical enquiry including strategy, international management, mobility, and human capital. However the participation of the employee as a central actor in talent management requires further consideration in understanding how this strategic practice may access and influence the development and deployment of human capital within teams, firms and ultimately, nations. This paper presents a systematic review of the nascent talent management literature focused specifically on the stream in the literature which considers the employee as a central actor and stakeholder in talent management. In doing so, this review presents an illustrative overview of the landscape for future research on the topic of the employee within talent management, along with indicative research questions of interest.

[view paper \(if available\)](#)

Does Global Talent Management Help to Retain Host-Country Nationals?

Author: **Yong-Suhk Pak**; Yonsei U.

Author: **XIAOYUAN LI**; Yonsei U.

In this study, we examined how the perceived global talent management by host-country nationals affect their turnover intention. Based on survey data from 653 employees having worked for 24 foreign subsidiaries in Korea, we empirically tested the effect of global talent management on host-country national retention. Global talent management itself does not seem to be conducive in retaining host-country nationals. Our test results show that host-country nationals' perceived global talent management is not directly related to their turnover intention. Instead, host-country nationals' organizational identification fully mediates the relationships between their perceived global talent management and turnover intention. In addition, we show that the benefit of global talent management on organizational identification and retention is magnified when global talent management practices are implemented with greater internal consistency. Our findings contribute to the existing literature of

specific relational processes through which high quality relationships are established, as well as proximal outcomes of these relationships, are investigated. We tested the proposed model in a longitudinal study using polynomial regression analyses with data obtained from a sample of 149 mentor-protégé dyads. Results mainly supported the proposed theoretical model. However, the impact of actual fit in values varied depending on the value dimension, revealing self-enhancement and self-transcendence values as the key dimensions. The implications of these findings for mentoring theory and practice, especially the matching process, are discussed.

view paper (if available)

The Line Manager Factor: Explaining Employee Perceptions of Training & Development Effectiveness

Author: **Kristine Tamayo-Verleene**; IESEG School of Management

Author: **Antonio Giangreco**; IESEG

Author: **Johan Maes**; IESEG School of Management

Author: **Luc Sels**; KU Leuven

This paper studies the link between LMs' ability-motivation- opportunity (AMO) and their effective implementation of Training and Development (T&D) practices. Addressing calls for further examination of the AMO framework, this paper extends current combinative models and empirically tests the interaction effects of the AMO variables with a key moderating mechanism: employees' perceptions of leader- member exchange (ELMX), in order to assess the relational effects that potentially strengthen the link between LMs' AMO and T&D implementation effectiveness. Our multilevel analyses of matched data from a sample of 61 team leaders and 452 employees from Philippine call centers confirm that out of the AMO variables, only ability has a significant direct effect on LM's T&D implementation effectiveness. Moreover, we found that ELMX was significantly and positively associated with employee perceptions of their LM's T&D implementation. We also found that ELMX negatively moderates the relationship between ability and T&D effectiveness, and positively moderates the opportunity-T&D effectiveness relationships. Our contextual

managing local staff retention by emphasizing the importance of identity issue. Multinational enterprises need to advance the host- country national organizational identification which would in turn mediate between global talent management and their turnover intention. The conclusion and related issues are discussed at the end of the paper.

view paper (if available)

Macro Talent Management Theorizing: The Political Economy of Talent Formation in the Middle East

Author: **Beverly Dawn Metcalfe**; American U. of Beirut

Author: **Yasmeen Makarem**; American U. of Beirut

Author: **Fida Afiouni**; American U. of Beirut

Challenging dominant Global North trajectories, we critically explore the complex terrain of global TM with the aim of expanding the boundaries of the MTM model by examining the complexity of GTM through a transnational and political economy of skill formation lens. We provide a macro assessment of TM processes, at different scales (i.e. National and Transnational) and explore the myriad partners in devising TM strategy that existing scholarship has not sufficiently examined. In sum, explorations of the complexities of economic organization, and unravelling new multiple forms of TM theorising would benefit from spatialized accounts, and the politics of location in shaping TM logics and ideas and the geographies of transnational organizations. We take the AME as a case in point to highlight the inadequacy of current MTM models and proffer multiple dimensions of TM realities in the Arab Middle East, and indeed other developing regions. We are driven by a concern that TM theorization is rooted in a neoliberal ethic and rarely consider how the local becomes global, and how the global is articulated in the local. Our endeavour therefore is to move beyond dominant TM scholarship that privileges MNCs and Global North logics, and reimagine new vistas for TM organization actors, and new TM conceptualizations in multiple locales/locations, in order show Global South perspectives of MTM.

approach contributes to the current discourse on improving our understanding of the AMO framework, as well as the literature on HRM implementation, particularly in the field of T&D. Our findings also offer valuable insights about the unique work culture in Philippine call centers, and offer suggestions to organizations on how to make the most of the line manager factor in successfully implementing training and development initiatives.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

Asynchronous

PRACTICE

INTERNATIONAL

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

Work in the Digital World (session 1087)

Work-Nonwork Satisfaction in Work 4.0 Era (WITHDRAWN)

Author: **Farveh Farivar**; U. of Tasmania

Author: **Julia Richardson**; Curtin U.

The implication of increasing pervasive connectivity is a source of concern for an increasingly broad range of stakeholders, and particularly with respect to its impact on individual well-being and work performance. Introducing a further dimension to contemporary conversations on the topic, and drawing on a survey of 403 Australian white-collar employees this paper uses a set-theoretic approach (fsQCA) to identify how spillover media use occurs at the intersection of online enterprise networking and cyberloafing. Using boundary theory, it identifies the implications for work and nonwork satisfaction, reporting how online enterprise networking at home for work purposes and online social networking at work for personal purposes (cyberloafing) both enhance work satisfaction. Although many organizations are expanding opportunities for online enterprise networking while at the same time limiting opportunities for cyberloafing in the workplace, the paper suggests that they should be aware of the potentially damaging effects on employees' work and nonwork satisfaction more

IM

Governance and Configuration Across Borders (session 1094)

Re-Configurative Divestments of Foreign Subsidiaries as an Organizational Process

Author: **Toshimitsu Ueta**; Copenhagen Business School

Author: **Naoki Yasuda**; Tokyo U. of Science

Multinational firms divest foreign subsidiaries to not only eliminate underperforming businesses but also reconfigure subsidiary networks. Although the importance of such re-configurative divestments has been emphasized by previous studies, our knowledge on how firms can effectively manage them is limited. Viewing re-configurative divestments as an organizational process of disentangling and recombining operations related to divested subsidiaries, this study examines factors facilitating them. Our empirical analysis of multinational manufacturers supports the argument that routinization of operations is a key condition for re-configurative divestments. Our analysis also confirms that multinational firms redeploy critical resources to other business units after re-configurative divestments, and the effect is stronger than redeployments following outright divestments. This study contributes to the literature of foreign subsidiary divestments by unpacking organizational processes of re- configurative divestments.

broadly.

[view paper \(if available\)](#)

Highly Accurate, but Still Discriminatory: A Fairness Evaluation of Algorithmic Video Analysis

Author: **Alina Köchling**; Heinrich-Heine U. of Dusseldorf

Author: **Shirin Riazzy**; HTW Berlin

Author: **Marius Wehner**; Heinrich-Heine U. of Dusseldorf

Author: **Katharina Simbeck**; HTW Berlin

Firms increasingly implement algorithmic decision-making to save costs and increase efficiency. Concerning the latter, algorithmic decision-making is considered to be fairer than human decisions due to social prejudices. However, the question arises as to the actual fairness of algorithmic decision making. The goal of this study is to identify whether the use of algorithmic decision-making leads to unfair (i.e., unequal) treatment of certain groups. To this end, we analyse a data set consisting of 10,000 video clips and two winning algorithms with high accuracy. Our analysis shows that the underrepresentation concerning gender and ethnicity in the training data set leads to an unpredictable overestimation and/or underestimation of the likelihood to invite representatives of these groups to a job interview. Furthermore, the algorithm replicates the existing inequalities in the data set. As we offer evidence for possible negative consequences, this study provides essential practical as well as theoretical implications.

[view paper \(if available\)](#)

Shall We Go Digital or Stay Where We Are?

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

Author: **Luca Michael**; Jove International

Recent technological advancements have changed the way in which people communicate in general, and in business and management practices specifically. Digital personnel selection is one of the areas that has dramatic changes recently, where many companies shifting to use digital interviews as a screening tool to assess their job applicants using

[view paper \(if available\)](#)

Contraction for the Sake of Expansion - An Oxymoron?

Author: **Niron Hashai**; Arison School of Business, The Interdisciplinary Center (IDC), Israel

Author: **Netanel Drori**; The College of Law and Business

Author: **Christian Geisler Asmussen**; Copenhagen Business School

International and business diversification are two common strategies of firms. We present novel theoretical arguments and empirical evidence suggesting that contracting a given diversification path (be it in the international or business dimension), does not only allow firms to expand the other path in the short term, but also to again diversify the initially contracted path, thereby expanding both diversification paths in the long term. We argue and show that when firms contract a given diversification path, they spark two subsequent processes: They free up non-scale free resources from the contracted diversification path to invest in the other diversification path, which allows them to expand this path. In turn, this expansion creates new scale free resources that also facilitate renewed diversification along the initially contracted path.

[view paper \(if available\)](#)

Corporate Governance in the Middle East and North Africa: A Systematic Review

Author: **Bassam Farah**; American U. of Beirut

Author: **Rida Elias**; American U. of Beirut

Author: **Elie Abi Saad**; École des Hautes Études Commerciales de Montréal - HEC Montreal

This paper systematically reviews the literature on corporate governance (CG) in the Middle East and North Africa (MENA), organizes it into five main themes and their subthemes, and proposes several avenues for future research. Through thematically mapping the main findings contained in previous studies on CG in the MENA, we comprehensively

artificial intelligence rather than human assessors. Yet, limited research had examined applicant reactions to such novel technology or compared it to the video-conference and face-to-face interviews from the applicants' point of view. This study used a sample of job applicants and assessed their fairness reactions to these procedures. The results showed that applicant favour and perceived face-to-face interviews significantly higher than video-conference and digital interviews. Also, applicants with high procedural justice perceptions were attracted to the organizations using face-to-face and digital interviews, however, their perceptions did not increase their intentions to accept the job offer. The implication for research and practice are discussed. Applicant's high on openness to experience had a higher rating for process favorability of online interviews, whereas no significant differences were found for digital and face-to-face interviews.

view paper (if available)

Social Media and "FOMO-Work": The Perceived Prevalence of Better Work Experiences

Author: **Vanessa Shum**; Simon Fraser U.

Author: **Christopher D. Zatzick**; Simon Fraser U.

Author: **Bin Zhao**; Simon Fraser U.

Social media is commonly used by both organizations and individuals; yet, there is limited understanding of the psychological consequences of social media usage on employee attitudes and behaviors. In this paper, we examine the impact of social media intensity and its strong correlate, "fear of missing out" (FOMO), on employee work attitudes. We draw on Social Comparison Theory to understand how the unprecedented access to information about alternative work experiences on social media impacts job satisfaction and turnover intentions. We conceptualize a new construct, FOMO-work, as an individual's intense concern for better work experiences. We examine the construct validity of FOMO-work including the predictive validity with various employee work attitudes. Then, we theorize a positive relationship between social media intensity and turnover intentions through FOMO-work and job satisfaction. A serial mediation model is tested with a sample of 138 employees at a Canadian consulting firm. The findings suggest that

organize this literature. We hope this review provides a better understanding of how organizations are governed in this part of the world, establishes a solid foundation for future research directed at CG practices in the MENA, and encourages practitioners to improve CG in the region.

view paper (if available)

The Role of MNEs as Intermediates for Canadian Imports

Author: **Walid Hejazi**; U. of Toronto

Author: **Andreea Ciologariu**; Henley Business School, U. of Reading, United Kingdom

Theories of transactions costs and internalization explain the extent to which activities undertaken by the MNE will take place inside the MNE network (i.e. intra-firm) or in the marketplace (i.e. arm's length). The mode(s) undertaken by each firm would be the result of careful consideration of the costs and risks involved in the deployment of each mode. Using a unique and confidential dataset on imports into Canada at the firm-shipment-product-level, we separate trade into that which is arm's-length or intra-firm, and whether shipments come directly from the country of origin, or are first intermediated through the U.S. market. We go beyond the general conclusion that the U.S. is an important source of imports into Canada and show that the U.S. is also an important conduit for imports from the global economy. MNEs are shown to play a relatively large role in intermediating imports into Canada from more distant and difficult markets such as those in Asia, but less so from closer, more familiar and better developed markets such as those in Europe. MNEs located in the U.S. are therefore instrumental in mitigating the challenges of operating in the global economy for Canadian importers.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

FOMO-work serves as a link between social media intensity and employee work attitudes. Our study contributes to better understanding the spillover effects of social media in the work context and the emerging research on social media in the workplace.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

IM

Innovation and Global Strategy (session 1093)

Internationalization, Incremental and Radical Innovation, and Firm Performance

Author: **Joan Freixanet**; Graduate School of Management, Saint Petersburg U.

Author: **Josep Rialp**; Autonomous U. of Barcelona

This study examines the degree and scope of internationalization as antecedents of incremental and radical product innovation, and the effects of these innovation facets on sales growth. We argue that more internationalized firms may benefit from the access to new knowledge, and to external and internal stimuli from the new competitive context, which trigger a process of learning and development of new organizational capabilities. Firms may leverage this combination of dynamic capabilities and technological knowledge from abroad to increase their innovation output, either in the form of incrementally or radically new products. In turn, we posit that incremental product innovation may be beneficial for performance leaders, but useless for a turnaround of performance laggards. Conversely, radical innovation may be useful for performance laggards, but may disrupt the current position of performance leaders and lead to reduced sales growth. Drawing on a sample of 1,064 firms for the period 2008–2014 we produce results that provide overall support for our arguments, and hold theoretical and managerial relevance.

[view paper \(if available\)](#)

IM

International Entry and Exit Strategies (session 1091)

Contract Enforcement Institutions and Integrative Strategies: Implications for MNE Exit

Author: **Yamlaksira Getachew**; Loyola Marymount U.

Author: **Paul Beamish**; U. of Western Ontario

We examined whether and how host-country contract enforcement institutions and multinational enterprise (MNE) integrative strategies interact to influence foreign subsidiary exit from the least-developed countries. In doing so, we first unbundled contract enforcement institutions into those which are market (i.e., enforcing contracts with local firms) versus non-market (i.e., enforcing contracts with host-government). We then examined their implications for the exit of MNE subsidiaries using alternative forms of integrative strategies: horizontal or vertical. We find that weak market contract enforcement institutions undermine the viability of the horizontal integration strategy, whereas weak non-market contract enforcement institutions are detrimental to the vertical integration strategy. Further, we examined the roles of several response mechanisms in mitigating the hazards of weak contract enforcement institutions. By advancing a more fine-grained understanding of contract enforcement institutions and MNE integrative strategy as well as examining potential interactions, this study contributes to theoretical development on the interplay between economic institutions and firm strategy, and generates fresh insights regarding responses to weak contract enforcement institutions.

Location Choice of Product Development and Product Innovation: The Moderator Effect of Embeddedness

Author: **Defeng Sun**; Nihon U.

In this study, based on both the location choice perspective and the local embeddedness perspective, we investigate how the location choice of product development activities at parent companies or at foreign subsidiaries, local embeddedness, and the interaction term of location choice and local embeddedness affect product innovation. We test the effects by using data derived from a questionnaire survey of 397 Japanese subsidiaries in East Asia and South-East Asia. Through this analysis, we confirmed that the location of product development activities at foreign subsidiaries instead of parent companies and the local embeddedness are found to promote product innovation. On the other hand, the interaction term of the location choice of product development and the local embeddedness is negatively related to product innovation. This means that the location of new product development at foreign subsidiaries is found to drive down product innovation when foreign subsidiaries are more deeply embedded in local environment.

view paper (if available)

Economic Integration and Innovation

Author: **Luis Alfonso Dau**; Northeastern U.

Author: **Elizabeth Marie Moore**; Northeastern U.

Author: **Santiago Mingo**; U. Adolfo Ibanez

Despite the enumerable studies on innovation, scant empirical inquiry exists on the impact of economic integration and political connectedness on innovation. Building on traditional assumptions of new institutional economics, we utilize new regionalism theories of economic and political integration to analyze the effect of economic integration, as measured by trade agreements, on a country's innovation output. We argue that higher levels of economic integration increase innovation output. However, it is also important to distinguish between two common types of trade agreements: service agreements and goods agreements. Given the increased depth of integration associated with

view paper (if available)

Is Internationalization a Boon or a Bane? An Assessment of the I-P Relationship.

Author: **Abu Rehan Abbasi**; Indian Institute of Management, Bangalore

Author: **Rejie George Pallathitta**; Indian Institute of Management, Bangalore

The debate on whether and how internationalization affects firm performance, despite decades of research remains ambiguous. While some internationalization-performance (I-P) relationship studies have also found the absence of a significant relationship or that firms are better off operating in their domestic markets, the focus of these studies is largely limited to developed markets. In contrast, we conduct our analysis in an important emerging market using an extensive data set of 173,665 observations from 27,388 Indian manufacturing and services firms during the period 1996-2018. We find that depending on the mode of internationalization chosen and the industry context, the internationalization effect on firm performance results in a relationship that is either an 'S'/cubic model or a 'U'/quadratic model. For the entire sample of firms, as well as for a sample exclusively of manufacturing firms, the relationship is an 'S' when firms internationalize through exports and is a 'U' when the mode is foreign investments. For manufacturing firms, we find that the performance during internationalization exceeds prior performance when the mode is exports. For the services industry, the relationship is a 'U' for both exports and foreign investments, implying that services firms are yet to achieve their optimal level of internationalization. We check for the robustness of our results by conducting state of the art statistical tests recommended in the literature for both the cubic model and the quadratic model.

view paper (if available)

Entry Mode Still Matters: A Replication and Extension of Shaver's (1998) Endogeneity Thesis

Author: **Bei He**; Waseda U.

service agreements, we argue that they have a more positive effect on innovation output than goods agreements do. Finally, we posit that, while economic integration is generally positive for innovation, this positive effect weakens as the level of economic integration increases—the effect can even turn negative at the highest levels of economic integration. Our empirical study, based on 461 observations from 76 countries across 11 years, provides robust support to our theoretical arguments.

[view paper \(if available\)](#)

Keeping Options Alive: Evidence from the Flat Panel Industry

Author: **Changhyun Kim**; China Europe International Business School (CEIBS)

Author: **Yong H. Kim**; HKUST

Author: **Ziyi Chen**; HKUST

In this paper, we reexamine the efficacy of redundant investment strategy and late entrance as a risk-hedging mechanism at the context of technological uncertainty, competition for an industry-wide dominance. Unlike recent findings against the effectiveness of such risk-hedging mechanisms, we identified a positive impact of dual investments by late entrants. In an early stage of a nascent industry when multiple (e.g. four or five) technologies competes, a dual investment strategy might not work. Later when the competition for dominance becomes a competition between two technologies, however, dual investments into the two technologies turns out effective. We also found that a business group structure contributes to managing complexity caused by dual investments. A semi-market structure institutionalized within a business group is effective in striking an optimal balance between internal competition and cooperation within the boundary of the firm.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Author: **Jesper Edman**; Waseda U.

Author: **Junichi Yamanoi**; Waseda U.

This paper seeks to replicate and extend Myles Shaver's (1998) seminal findings that endogenous strategy selection explains the relationship between entry-mode and subsidiary performance. Expanding Shaver's (1998) original single-country, single-year study to a multi-country, multi-year sample of Japanese subsidiaries' foreign market entries, we employ a multinomial endogenous treatment effects model to test for differences in the effect of four entry modes – greenfield, joint venture, acquisition and alliance – on subsidiary performance growth. Our findings show that while endogeneity strategy selection does explain some portion of subsidiary performance, entry mode remains a significant predictor of survival and growth. These results hold even after splitting the sample based on host country cultural distance from Japan. We discuss reasons for the discrepancy in findings, as well as their implications for future research.

[view paper \(if available\)](#)

The Influence of National Institutions on Multimarket Contact in the Global Mobile Phone Industry

Author: **Claudio Giachetti**; U. Ca' Foscari of Venice

Author: **Joseph Lampel**; U. of Manchester

Author: **Ergun Onoz**; Ozyegin U.

We argue that multinational enterprises (MNEs) that use multimarket contact (MMC) to coordinate strategy with rivals in host countries must contend with the institutional quality of host countries. Drawing on signaling theory and institution-based view, we propose that institutional quality can influence the observability of actions by an MNE's rivals in a host country, thereby affecting the MNE's ability to use MMC to establish mutual forbearance with host country rivals. We test our hypotheses using a sample of 85 mobile phone vendors in 46 countries.

[view paper \(if available\)](#)

Asynchronous

International Location Choices (session 1092)

Manufacturing Location Decisions and Organizational Agility

Author: **Gregory Theyel**; California State U.

Author: **Kay Hofmann**; Hochschule Osnabrück

The location of manufacturing is operationally and strategically important for multinational companies. The spatial dispersion of manufacturing is determined by firm-specific as well as external factors, both of which are subject to constant change. After decades of offshoring production, the paper uses interview data from UK high value manufacturing companies to explore the recent phenomenon of reshoring and the strategic and operational effects of manufacturing location. The analyses show that concentrating manufacturing in home countries enables firms to increase organizational agility and stimulate innovation. However, under certain conditions, firms also continue benefiting from the known advantages of offshoring. This underlines that there is no universal recommendation for improving competitiveness by a certain spatial configuration of manufacturing. Instead, firms need to consider their specific markets, competitive context, and capabilities when strategizing manufacturing location.

view paper (if available)

Moths to the Flame: Examining Foreign Collocation Patterns in the Bio-Pharmaceutical Industry

Author: **Denise R. Dunlap**; UMass Lowell

Author: **Roberto Santos**; U. of Massachusetts, Lowell

We examine the foreign direct investment (FDI) activities of firms from both developed and emerging markets (EM) in a highly developed science and technology cluster, the bio-pharmaceutical industry. We create a unique dataset that allows us to analyze the collocation patterns and configurations of 19,843 offices, including 3,261 foreign offices from 61 foreign

Rethinking Migration and Multicultural Interactions: Implications for Work Outcomes (session 1090)

The purpose of this symposium is to review the different perspectives on multiculturalism and migration and to provide an agenda for future research with the intent of improving work outcomes in modern day organizations. In this symposium, we are particularly interested in understanding the current diverse views on multiculturalism at both macro and micro levels. We also wish to investigate the role of migrants in understanding the consequences of multiculturalism with the view of understanding the various identities that become salient during multicultural interactions and how identities are negotiated across different contexts.

Hybridization and Polarization: Challenges and Implications

Eun Su Lee; U. of Sydney Business School

Duc Cuong Nguyen; U. of Sydney Business School

Betina Agata Szkudlarek; U. of Sydney Business School

The Unique Lens that Research on Skilled Migrants can Offer to the Study of Multiculturals

Milda Zilinskaite; WU Vienna U. of Economics and Business

Aida Hajro; WU Vienna U. of Economics and Business

Multiculturalism and Cultural Brokering Interactions at Work

Stacey Fitzsimmons; U. of Victoria

Davina E. Vora; State U. of New York at New Paltz

David C. Thomas; U. of Victoria

The Role of Identity in Complex Multicultural Teams

Sonia Raghav; Curtin Business School

Cristina Gibson; Pepperdine Graziadio Business

countries operating in the United States (U.S.) over the past four decades up until 2018. Using a mix-methods approach, we find there is no one-size-fits-all optimal set of characteristics for attracting foreign investments. We developed a four-tiered ranking scheme to differentiate collocation nuances ranging from established (tier one) to least established (tier four) clusters. Our results show that while foreign companies from emerging markets have a stronger preference to collocate in more established clusters and in clusters with a larger proportion of other foreign firms, they also have preferred collocation patterns and are more likely to collocate in clusters with specific resource configurations. Thus, depending upon the type of firm and where they come from, foreign firms have either more or less collocation choices. Our results have important theoretical and managerial implications.

[view paper \(if available\)](#)

Digital Internationalization: The Role of Ownership and Location Advantages

Author: **Noman Ahmed Shaheer Siddiqui**; U. of Sydney Business School

Author: **Richard L. Priem**; Texas Christian U.

Internationalizing firms usually prefer countries offering location advantages such as innovation clusters and alliance partners in order to improve their competitive positions in current and new markets. Yet, it is unclear whether a focus on certain locations is still important for digital firms that can instantly release digital technologies worldwide. Analyzing internationalization of digital technologies across 57 countries, we show that digital firms may reap critical location advantages from lead markets to facilitate internationalization of their digital technologies. In particular, lead markets with higher within-country demand heterogeneity and preference overlaps with other countries may help digital firms improve the global appeal of their digital technologies. However, identifying preferred lead markets is not enough; the digital firm needs adequate ownership advantages, particularly technological and marketing capabilities, to fully benefit from the lead market. Thus we link demand-side characteristics of lead markets and supply-side

School

An Estranged Fieldworker at Home: Multiple Identity Negotiation

David S. A. Guttormsen; BI Norwegian Business School

Htwe Htwe Thein; Curtin U.

Asynchronous

PRACTICE

INTERNATIONAL

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

firm capabilities in developing nuanced theory on how digital firms can spur international expansion of their technologies.

[view paper \(if available\)](#)

50 Years of Research on Regional Headquarters: An Analysis and Future Agenda

Author: **Perttu Kahari**; Aalto U. School of Business

Author: **Eva Alfoldi**; U. of Delaware

Author: **Iiris Saittakari**; Aalto U. School of Business

The purpose of this paper is to review the literature on regional headquarters (RHQ) in order to provide a framework for an enhanced understanding of the RHQ phenomenon and to suggest a future research agenda for RHQ research. Using a systematic literature review, 56 academic journal articles and book chapters were analyzed, covering a period of over 50 years from 1967 to 2019. The key contribution is an analytical framework that constructs RHQ as a combination of role and geographic scope. It suggests four characteristic attributes to distinguish RHQ from other organizational units, namely intermediacy, terminability, triple-embeddedness, and sensitivity to change. Another main contribution to international business research is a future RHQ research agenda, with topics including the geographic scope of RHQ, the intermediate and performance outcomes of RHQ, intermediacy and triple embeddedness, and RHQ dynamism.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MC

ODC

Research End-User Participation in Academic Conferences as a Pathway for Practical Impact Creation (session 1095)

MED

Coaching, Mentoring, Teaching (session 1098)

The Relevance of Goal Activities in Workplace Coaching: A Systematic Literature Review

Author: **Alessa Antonia Müller**; U. of Kassel

Author: **Silja Christina Kotte**; U. of Kassel

The relevance of goal theory for coaching has been emphasized by both scholars and coaching practitioners. Yet concerns have been raised about possibly overestimating positive effects on outcomes and neglecting potential pitfalls of goal-focused coaching practice. Synthesizing findings of 24 (quantitative and qualitative) studies, this systematic literature review investigates the occurrence of goal activities in workplace coaching and the relationship between goal activities and coaching outcomes. Reported goal activities include goal setting/clarification, setting action plans, and a goal-focused coach-coachee relationship. Results indicate that coaches report applying goal setting rather frequently during coaching engagements, while coachees report them to occur less. Study findings suggest a positive relationship between goal activities and coaching outcomes (e.g. goal attainment). However, several studies also report no significant associations. The lack of significant associations seems to relate to both study design and chosen outcome measures. In addition, initial findings point to possible moderating variables (e.g. initiator of goal activity) and potential challenges of organizational stakeholders impacting upon goal activities. We discuss findings, assess the risk of bias of included studies and conclude by considering implications for practice and future research.

[view paper \(if available\)](#)

Understanding What Drives the Coaching Working Alliance: A Systematic Literature Review

Designated as a "Best Paper" for MED

Author: **Carolin Graßmann**; SRH Berlin U. of Applied Sciences

Author: **Carsten Christoph Schermuly**; SRH U. Berlin

A recent meta-analysis showed that the working alliance between clients and coaches is a key factor for coaching outcomes such as clients' goal attainment and preventing negative effects. However, surprisingly little is known about which factors contribute to establishing working alliances. We conducted a systematic literature review to investigate which factors influence the working alliance between clients and coaches. Wherever

possible, we also analysed relationships by meta-analytical means. We identified 21 samples in 18 studies in our literature review. As suggested by social exchange theory, we identified factors that focus on clients, coaches, and the client-coach dyad. Clients' motivation and coaches' perceived competence rank among the most promising antecedents for establishing a working alliance in coaching. The number of studies allowed us to examine them by meta-analytical means, which revealed medium-sized effect sizes (for change motivation: $r = .37$, $p < .001$, $k = 8$; perceived competence: $r = .42$, $p < .001$, $k = 4$). Coaches' experience was not significantly related to working alliance ($r = .10$, $p = .22$, $k = 4$). Personality and personality similarity appear unrelated to working alliance, whereas behavioural similarity was identified as an antecedent. Several coach behaviours have been suggested in relation to working alliance. These results contribute to a better understanding of the factors that are related to the working alliance in coaching, which may also help coaches to reflect on and improve in their practice. In particular, more behaviour-oriented studies are needed in pursuing the driving factors in coaching working alliances.

[view paper \(if available\)](#)

Can You Hear Me Now? The Influence of Perceived Media Richness on Executive Coaching Relationships

Designated as a "Best Paper" for MED

Author: **Angela Passarelli**; College of Charleston

Author: **Mai P. Trinh**; Arizona State U.

Author: **Ellen B. Van Oosten**; Case Western Reserve U.

Author: **Mandy Varley**; Case Western Reserve U.

The leadership development industry has drawn scrutiny for being simultaneously costly and ineffective at developing effective leaders. Executive coaching has been demonstrated as one method of effective leadership development, yet it can be expensive for organizations to employ. Given the availability of new technologies, many organizations have experimented with a shift in the delivery modality from face-to-face coaching to distance coaching without exploring how changing

technology affects the coaching relationship, one of the most important factors in predicting successful coaching outcomes. A time-lagged field experiment examined the effects of modality (face-to-face, video-conference, and telephone) and perceived media richness on coaching relationships. Results demonstrated that modality did not have a direct effect on the coachee's perceptions of relationship quality nor the coach's sense of being trusted. However, significant indirect effects existed, mediated by perceived media richness. As expected, participants viewed face-to-face meetings to be significantly richer than video-conferencing and telephone. Coachee teleconferencing self-efficacy moderated this relationship, such that those with greater efficacy perceived telephone and video-conferencing to be similar in richness to face-to-face sessions. Greater perceived media richness was then associated with higher quality relationships for the coachee and a greater sense of being trusted for the coach. Although we expected emotional expressivity to moderate the relationship between perceived richness and relational outcomes, we did not find statistical support for this hypothesis. Theoretical and practical implications are discussed.

view paper (if available)

Mindfulness and Study Engagement: Mediating Role of Psychological Capital and Intrinsic Motivation

Author: **MUHAMMAD ALI**; School of Economics & Management, Tongji U.

Author: **Jiaqi Yan**; School of Economics & Management, Tongji U.

Author: **Mohsin Raza Khan**; Bahria U., Business School, Islamabad, Pakistan

The purpose of this study is to examine the relationship between mindfulness and study engagement with a focus on exploring the mediating mechanism between the proposed relationships. Based on the conservation of resources (COR) theory, we examine whether psychological capital (PsyCap) and intrinsic motivation mediate the relationship between mindfulness traits and study engagement. Path analysis was conducted to test the hypothesized relationships among a sample of 428 foreign students studying in Chinese

universities from Shanghai. The results support the hypothesized relationships and imply mindfulness is an important antecedent of study engagement that is, more mindful students are more engaged at study. Further, PsyCap and intrinsic motivation mediates the relationship between self-rated mindfulness and study engagement. These findings are important for universities, especially with reference to developing specific educational strategies to address study engagement issues. This study has several theoretical and practical implications.

[view paper \(if available\)](#)

Faculty Advisors: A Piece of the Management Student Well-Being Puzzle

Author: **Nicholas Anthony Smith**; Oregon Health & Science U. and Quinnipiac U.

Author: **Julia M. Fullick-Jagiela**; Quinnipiac U.

Author: **Patricia Kelly**; Quinnipiac U.

Academic advising theory and research has documented the importance of advising for student well-being and important university outcomes. However, the effectiveness of academic advisors in improving such outcomes for management students with a mental illness has yet to be examined. In our study of 280 management students, we found that having a supportive academic faculty advisor was related to higher university satisfaction and lower quitting intentions through reduced burnout for students without a mental illness. These relations, however, did not hold for students with a mental illness, who experienced relatively high levels of burnout regardless of advising support perceptions. We then explored the relative importance of predictors of student mental well-being, and found that mental health self-efficacy was strongest predictor of mental well-being, followed by resilience, but that mental illness knowledge and perceived workload were not significantly related to mental well-being. Our results suggest that faculty advisors may be under-prepared to meet the needs of students with a mental illness, and we recommend that faculty advisors focus on gaining skills to improve student mental health self-efficacy and resilience.

MED

Perspectives on Student Career Plans & Outcomes (session 1097)

What Do Management Students Expect After Graduation? A Qualitative Study of Pre-Entry Expectations

Author: **Ceren Erdem**; Henley Business School, U. of Reading

Author: **Chris Woodrow**; Henley Business School, U. of Reading

The aim of this study is to explore the pre-entry work expectations of students studying for management degrees in the UK. Analysis of interviews conducted with a diverse group of graduating students reveals that they hold a limited set of expectations prior to employment that is focussed upon five key domains. This set of expectations is narrower than those examined in previous studies and includes expectations relating to issues that have received limited prior attention, including non-tangible rewards and workplace fairness. This exploratory study adds to the small body of research that has examined pre-entry work expectations in current graduate newcomers, which is largely based upon deductive survey methods, and suggests various routes to the management of inexperienced graduate newcomers to organizations.

[view paper \(if available\)](#)

A Design Thinking Approach for Designing Careers: Finding Authenticity and Increasing Self-Efficacy

Author: **Sabrina Bresciani**; U. of St. Gallen

Author: **Sebastian Kernbach**; U. of St. Gallen

The current work environment, characterized by high mobility, career interruptions and temporary work, requires management students to actively

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

MH

History and Management Theory (session 1099)

This session presents theoretical and empirical analyses of the ways in which history has informed management theory. The papers demonstrate how history and historical reasoning have formed a powerful influence in management theory, from its origins in early organizational theory up to and including postmodern management thought

History and Organizational Theorizing Blended: A Review of an Interdisciplinary Dialogue

Author: **Christian Stutz**; U. of Jyväskylä School of Business

The “historic turn” in management and organizational research (MOS) called organizational theorists and historians to engage in discussions on how to best combine organizational theorizing and historical reasoning, methods, and evidence. Arguably, the collective effort of an emergent academic movement has recently resulted in an interdisciplinary integration, that is, a new paradigm called historical organization studies. However, history remains a marginal epistemic lens and mode of inquiry in the various research fields of MOS. Drawing from insights of studies of interdisciplinarity, this article reviews and takes stock of the movement’s activities of more than 25 years to advance the collective project of blending history and MOS. My findings specify the challenges, accomplishments, and prospects by explicitly considering the projects’ interdisciplinary nature. More generally viewed, this article illuminates the pitfalls, benefits, and the collective efforts needed to establish a new interdisciplinary space in MOS.

[view paper \(if available\)](#)

design their career trajectories and re-design them as circumstances change. Departing from traditional one-on-one coaching sessions, we investigate the effectiveness of a collaborative life design method based on Design Thinking and conducted in large groups. Through a quasi-experiment we find that students who attended the life design workshop significantly increased their Positive Psychological Capital (specifically self-efficacy, resilience and hope), their self-esteem and the presence of meaning in life. The qualitative data analysis revealed that the intervention allowed students to broaden their sight on life, discover authenticity by reframing their measures of success. Business schools could consider offering courses on career design with a collaborative design thinking approach to support students in learning a methodology which could better equip them to navigate the future of work.

[view paper \(if available\)](#)

Strive or Avoid: A Motivational Perspective of Growth and Independence- Oriented Intentions

Author: **Michela Loi**; U. of Cagliari

Author: **Barbara Barbieri**; -

Author: **Emanuele Castriotta**; U. of Cagliari

Author: **Maria Chiara Di Guardo**; U. of Cagliari

This paper aims at shedding light on the motivational and self-regulatory components lying at the bottom of growth and independence-oriented intentions as conceptualized by Douglas (2013). In a sample of 209 undergraduates, we administered a structured questionnaire at the beginning of an elective entrepreneurship education program. We investigated how the different types of intention are related to different approaches to achievement goal motivation (Mastery, Performance, and Avoidance approaches) and self-regulatory modes (Locomotion and Assessment). Findings show that growth-oriented and independence-oriented intentions have different motivational and self-regulatory patterns of correlations. Growth intentions relate to a performance approach and locomotion. Independence intentions relate to an avoidance approach. Implications for entrepreneurship education are examined.

Similarity of Management Books Published in the First Half of the Twentieth Century

Author: **Thomas A. Stetz**; Hawaii Pacific U.

The first half of the twentieth century saw the emergence of a variety of management ideas and various schools of thought that occurred during this time. While there are commonalities, these schools are far from absolute. They often intertwine and use different terminology making distinctions difficult. To better understand how management thought developed, 27 digitized management books from well-known authors published between 1903 and 1949 were analyzed using quantitative techniques and a plot showing the semantic similarity among the books was produced. Inspection of the plot showed seven unique groups of books: Scientific Management I, Scientific Management II, Psychology, Labor Relations and Personnel, Human Relations, Social Organization, and Administration. The plot also showed a progression over time with the earliest authors taking a mechanistic task and worker-level perspective. Later authors expanded this to consider group-dynamics, psychology, sociology, structural aspects of organization, and the functions of management and general management as a whole. Each book and author is described providing an understanding of its location in the plot and the relationship with other books and authors. This is the first study to apply quantitative text analysis techniques to early management writings and to simultaneously examine so many books and authors.

[view paper \(if available\)](#)

History as Postmodern? Revisiting the Debate Across Historical Organization Studies

Author: **Nicholous Mark Deal**; Saint Mary's U., Canada

Author: **Ellen Shaffner**; Saint Mary's U., Canada

Author: **Albert J. Mills**; Saint Mary's U., Canada/U. of Eastern Finland

Efforts to enact a 'turn' to an historically-informed ethos in management and organization studies have resulted in a proliferation of research across multiple scholarly communities. This is paralleled by an age-old philosophical divide of differing

[view paper \(if available\)](#)

**'What They Think vs. What They Know' Students':
Employers' Perceptions of Job Applicant
Screenings**

Author: **Delonia Minor-Cooley**; Academy of Management

Author: **Rochelle Parks-Yancy**; Texas Southern U.

The employment outlook for recent college graduates is positive. However, processes by which employers screen applicants and students' perspectives of those processes remains a worthy study. This is particularly salient for first generation college students (FGCS). This study examines the perspectives of the employment screening process from both employers and FGCS. The study results seek to improve the effectiveness of professional development knowledge that university career counselors provide to FGCS populations.

[view paper \(if available\)](#)

**Peer Coaching: A Tool for Affectively-Driven
Experiential Learning in Undergraduate Education**

Designated as a "Best Paper" for MED

Author: **Ioanna Iordanou**; Oxford Brookes U.

Author: **Ashley Roberts**; Warwick Business School

Contemporary Business School education is increasingly being scrutinized for its functionalist knowledge generation. In consequence, critics have proposed several ways that can better prepare graduates for their future, including Experiential Learning. While the place of emotion has been thoughtfully considered in the workplace, we lack systematic, empirically-grounded studies on affective capability generation in undergraduate Business School programmes. With data drawn from 16 semi-structured undergraduate student interviews and 30 student reflective essays, we contribute to this shortcoming in existing literature by empirically exploring the study of coaching and practice of peer coaching in an interdisciplinary, undergraduate Business School module. We propose a peer coaching model of relational,

approaches to historical research. The reorientationalist agenda of the historic turn has led to sharp debate between seemingly divergent communities of history researchers. Controversy of its supposed philosophy, namely postmodernism, has caused the ire of some and celebration of others within the broad church of historical research on business and organizations. This paper seeks to destabilize the characterization of the historic turn as being wholly taken up by postmodernism by historicizing the conditions of its possibility. Throughout the process we unravel the constituent elements of the popularized historic turn and attempt to make sense of its ethic as a vehicle of critique.

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

affectively-driven experiential learning, where both cognition and emotion impact knowledge generation equally. This paper therefore stands to make three central contributions to the management learning literature: Firstly, that the study and practice of peer coaching amongst students can enhance learning by raising emotional awareness and is, thus, a privileged site for affectively-driven experiential learning; secondly, that peer coaching has the potential to foster affectively-driven managerial mindsets for students in their future careers; and thirdly, we offer a reconceptualization of Kolb's experiential learning model that incorporates the affective and relational components of learning through experience.

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

MSR

Compassion and Relational Dynamics in the Workplace (session 1101)

A collection of studies on compassion and relational dynamics in the workplace.

Compassionate in Nature? Exploring Hotel Staff Third-Party Interventions in Instances of (in)Justice (WITHDRAWN)

Author: **Yochanan H. Altman**; IPAG Business School

Author: **Pablo Zoghbi-Manrique-de-Lara**; U. of Las Palmas de Gran Canaria

Author: **Adnane Maalaoui**; IPAG

Author: **Hervé Colas**; groupechd

Prior research suggests that employees aware of their peers' mistreatment by management and who themselves are target to such mistreatment help their peers more than employees who have been exposed only to peers' mistreatment. However, reasons why this help is amplified are unclear. In this study we suggest that such help is performed out of compassion and, hence, that personal and peers' unjust treatment, empathic-concern, and acts of kindness follow Kanov et al. (2004) compassion process: noticing, feeling, and responding. It is

MSR

Meaningfulness and Values (session 1102)

Research on meaningfulness and values in organizations

Harmonizing Work: Meaning and Meaning Making in Christian Hymnody

Author: **Monty L. Lynn**; Abilene Christian U.

Author: **Sarah Easter**; Abilene Christian U.

Author: **Ryan Jessup**; Abilene Christian U.

Author: **Greg Straughn**; Abilene Christian U.

Viewing life through a spiritual lens has been shown to enhance resilience and meaningfulness in work. But exactly what messages do spiritual and religious systems communicate regarding labor? To better understand how religion frames work, we analyze 315 Christian hymns containing work-related phrases. We identify eight themes which address a worker's self, role, and job and we estimate the relative prominence of these themes from 1750 to 2000. We discuss the findings' relevance for meaning making and workplace spirituality research.

hypothesized that interactions between personal and peers' mistreatment amplify kindness through empathic-concern and, hence, that kindness is compassionately performed. Results supported empathic-concern as a mediator and, hence, kindness as a compassionate behavior. Unexpectedly, however, staff reduced (rather than increased) empathic-concern and kindness. Tragedy-of-the-commons is invoked to explain these unexpected results. Simultaneous mistreatment could lead staff to perceive justice as a scarce common resource that is ultimately a source of dispute and leads to uncooperativeness.

[view paper \(if available\)](#)

"It is Those People": Religious Scripts Organizing for Compassion

Author: **Gry Espedal**; VID Specialized U.

Drawing from an ethnographic and longitudinal qualitative case study in a faith-based institution, this paper analyzes how religious scripts encode and enact organizational compassion. The organizational script is often described as acquired through institutional orders, practice or observation. However, how religious behavior is triggered not only by cognitive schemata but also by emotions, values and personal experiences, are less described. In this article, a process of acknowledging the religious history, noticing pain and living ethical spirituality is identified as forming compassionate behavior. The experience of pain, suffering and inequality can be a pervasive aspect of organizational spiritual life and frame organizational activities to reproduces and replicate organizational religious scripts and moral engagement of reaching out to sick and marginalized.

[view paper \(if available\)](#)

Does Spiritual Work Environment Reduce Workplace Incivility? The Mediating Role of Prosociality

Author: **Madhu Lata**; Indian Institute of Technology Patna

Author: **Richa Chaudhary**; Indian Institute of Technology Patna

[view paper \(if available\)](#)

The Lived Experience of Meaningful and Meaningless Work in a Stigmatized Occupation

Designated as a "Best Paper" for MSR

Author: **Zachary A. Mercurio**; Colorado State U.

Experiencing meaningful work is linked to positive outcomes such as increased engagement, job satisfaction, motivation, positive work behaviors, performance, and an overall sense of well-being (e.g. Lysova, Allan, Dik, Duffy, & Steger, 2019; Rosso, Dekas, & Wrzesniewski, 2010). However, direct empirical inquiry into the lived experience of meaningful work remains limited. Moreover, the lived experience of meaningful work in stigmatized occupations - jobs relegated by society as physically, socially, or morally undesirable due to the nature of the work - remain understudied. I used a qualitative approach enacted through a descriptive phenomenological method to uncover what the experience of meaningful (and meaningless) work was like for a group of university custodians. I found that experiencing meaningful work is readily accessible in a stigmatized occupation and revealed several defining features of the experiences of meaningful work and meaningless work in a stigmatized occupational context.

[view paper \(if available\)](#)

The Role of Universal Values in Cultures of Migration? The Case of Lithuania

Author: **Vilmante Kumpikaite-Valiuniene**; Kaunas U. of Technology, School of Economics and Business

Author: **Jurga Duobiene**; Kaunas U. of Technology

Author: **Vilmante Liubiniene**; Kaunas U. of Technology

Author: **Ineta Zickute**; Kaunas U. of Technology

Author: **Ashly Hervey Pinnington**; British U. in Dubai

Contemporary migration is characterized by increasing numbers of people deciding to leave their countries seeking better opportunities abroad. In some countries, a culture of migration is said to arise where, a specific set of values appear considering migration as the final goal to be

Organizational behavior researchers concur that the ever-rising growth of workplace incivility paralyzes the well-being of the organization, but how the occurrence of incivility can be scaled-down is yet to be known. To address this gap, we proposed and tested the effect of workplace spirituality on two types of workplace incivilities (experienced incivility and instigated incivility), based on the insights drawn from the conservation of resources theory and transactional model of stress. Taking intuition from the social exchange theory, we also investigated the mediating role of prosociality on the relationship between workplace spirituality and two forms of workplace incivilities. Using a time-lagged study design, we tested and replicated our model in two different field studies. Findings of both the studies revealed that workplace spirituality reduces the occurrence of experienced and instigated incivility at work. Prosociality partially mediated the relationship between spirituality and two forms of workplace incivility. Our study advances the literature on low intensity negative work behaviors and provides a solution to them in the form of workplace spirituality.

[view paper \(if available\)](#)

The Compassion Process and Cognitive Appraisals (WITHDRAWN)

Author: **Regina Michelle Taylor**; Creighton U.

Research on compassion in organizations has grown over the last decade, however, there is still a need for empirical work on the topic before we truly understand compassion and the various factors that influence it in everyday organizational life (Atkins & Parker, 2012; Dutton, Workman & Hardin, 2014). An important question from this literature that still remains is what leads someone who witnesses another's suffering to respond with compassionate action? This paper explores this question by investigating the occurrence of cognitive appraisals as moderators of the relationship between compassionate feelings and compassionate responses. Results from two experimental studies and one field study provide empirical support for the role of cognitive appraisals in the compassionate feeling compassionate responding relationship. Theoretical and practical implications of compassion in organizations are discussed, and areas for future

attained (Massey et al. 1998), then over time migration becomes a common pattern of behavior, where the majority of people become captivated by the same intent (White, 2016). This paper aims to contribute to knowledge on individuals' values, based on Schwartz's (1992) universal values theory, and focuses on identification of value differences of immobile locals compared with mobile locals, emigrants and returnees. In total 5,390 Lithuanian respondents participated in the survey, which was conducted in Lithuania and abroad. We conclude that in the case of Lithuanians, security, benevolence and self-direction are the main three values of immobile locals and self-direction, benevolence and security are the main three values of emigrants contributing to a culture of migration.

[view paper \(if available\)](#)

Assessing Work Meaningfulness: The Positive Work Meaning Scale (PWMS)

Author: **Jing Hu**; UNSW Business School, Australia

Researchers and practitioners alike are interested in knowing where one's positive work meanings come from. Research on positive work meanings has been flourishing, accompanied by the development of a selection of assessment tools on this important concept. Most measures on this topic are theory-driven uni-dimensional scales. To further advance research in this field, combining data-driven and theory-driven approaches, the author proposed a seven-dimensional model describing the work aspects that are meaningful to employees who came from a diverse range of industries in two cultures. The seven dimensions are "Making social significance", "Having good workplace relationship", "Getting instrumental benefits", "Gaining self-development", "Feeling achieved at work", "Feeling interested in work", "Nurturing others at work", and "Seeing a fit between self and work". Based on the model, the author further developed a multi-dimensional scale to capture the seven dimensions. The newly developed scale, the Positive Work Meaning Scale (PWMS), showed good psychometric characteristics; it had good dimensionality, internal reliability, test-retest reliability, divergent and convergent validity, and criterion validity.

research are identified.

[view paper \(if available\)](#)

Hospital Integration and Relational Coordination: Workplace Spirituality and Work Engagement

Author: **Isabel Albuquerque**; Nova School of Business and Economics, U. Nova de Lisboa

Author: **Rita Campos Cunha**; NOVA School of Business and Economics

Hospital organizational integration and relational coordination are associated with positive organizational outcomes in health care organizations, in what concerns both quality and efficiency (Gillies et al., 2006; Mattke et al., 2007; Gittel, 2011). This study analyses the relationship of hospital organizational integration and relational coordination with objective organizational performance outcomes, which measure efficiency, and with perceived organizational performance outcomes, which measure service quality. The double mediating role of workplace spirituality and work engagement on these relationships is also analysed. The study is a survey with 395 health care professionals of a large public hospital. Results revealed the significant role of hospital organizational integration in the promotion of efficiency and quality in health care services and, on the other hand, highlighted the role of relational coordination in fostering the quality of the health care service provision, but not in achieving operational efficiency. Additionally, workplace spirituality and work engagement are performance predictors and mediating variables, in what concerns service quality of hospital performance.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

RESEARCH

[view paper \(if available\)](#)

Supervisor's Bottom Line Mentality, Work Meaninglessness, and Employee Outcomes

Author: **Salar Mesdaghinia**; Eastern Michigan U.

Author: **Shiva Nadavulakere**; Saginaw Valley State U.

Author: **Anushri Rawat**; Eastern Michigan U.

This study theorizes that supervisor bottom-line mentality (BLM, i.e., a narrow focus on bottom-line outcomes while ignoring other priorities) can paint a picture of work that ignores true caring for important organizational stakeholders (e.g., employees, customers, and the community) and is, therefore, associated with employees' engagement in fewer affiliative organizational citizenship behaviors, greater job neglect, and lower job satisfaction. We also theorize that job meaningfulness mediates these relationships. Furthermore, we theorize that these relationships are stronger for employees with stronger moral identities who have a greater desire for meaningful work (e.g., serving others). We tested our hypotheses in two field studies. Study 1, involving time-separated surveys from employees and supervisors working in India, demonstrated that working with a high BLM supervisor was associated with performing less affiliative citizenship behaviors, greater job neglect, and lower job satisfaction. Study 2, involving time-separated surveys from employees working in the United States, further showed that work meaningfulness mediated these relationships. In addition, in Study 2, we found that the negative impacts of supervisor BLM on work meaningfulness, and subsequently the outcomes, were stronger for employees with stronger moral identities. Our results suggest that not only to keep employees satisfied, but also for the sake of business success, supervisors should broaden their sights to see beyond the narrow confines of bottom-line objectives.

[view paper \(if available\)](#)

Asynchronous

OB

Abstract Thinking, Perspective Taking, and Meaning (session 1108)

Beliefs About Abstraction: How Abstract Thinking Signals Motivation and Influences Employability

Author: Marie Crouzevialle; Eidgenössische Technische Hochschule Zürich
Author: Yaacov Trope; New York U.
Author: Petra C. Schmid; ETH Zurich

Construal level theory (Liberman & Trope, 2008) identifies abstraction as the key process that allows forming representations of distal objects such as goals, ambitions, and plans (Fujita, Trope, & Liberman, 2015). Abstract thinking expands our mental horizons and allows “taking a step back”, while concrete thinking helps us to immerse in the immediate environment and focus on its local features. Across five experiments, we test whether people perceive abstraction as signaling a drive to progress and project one’s competences in the future—a trait we expect to be desirable in most education and job settings. In particular, we hypothesize that abstraction should signal long-term vision, motivation and willingness to seize opportunities for growth and professional development. Results across one field study and four online experiments confirm that people do recognize abstract thinking as signaling motivation to improve, and associate it with action flexibility and room for improvement. Study 5 further demonstrate that abstract thinking can selectively boost a candidate’s employability when the hiring company is described as placing a strong emphasis on growth opportunities. Overall, this research suggests that abstract thinking can be used as a self-presentation tool that signals motivation and goal-orientation.

[view paper \(if available\)](#)

Broadening our Sight, and Understanding, of Low Self-Monitors (and The Big Bang Theory Characters)

Author: Linghe Lei; Imperial College Business School

OB

OMT

TIM

Beneath the Surface of Less-Hierarchical Organizing (session 1115)

Market Actor or Movement Member? Contingencies of Viable Workplace Democracy

Trevor Daniel Young-Hyman; U. of Pittsburgh
Natalie Magne; U. of Montpelier-Paul Valery
Douglas Kruse; Rutgers U.

Is Self-Management for Everyone? Exploring Who Thrives in Less-Hierarchical Structures

Michael Yanche Lee; INSEAD

Peering Through the Glass Door: The Cultural Attributes of “Less Hierarchical” Firms

Arianna Marchetti; INSEAD
Phanish Puranam; INSEAD

How to Accelerate Innovation Without Killing It

Hila Lifshitz-Assaf; New York U.
Lior Zalmanson; Tel Aviv U.

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Author: **Jonathan Pinto**; Imperial College London

Although the self-monitoring construct has been studied for almost half a century, there is considerable lack of clarity about its definition and that of its related constructs, i.e., high self-monitors (HSMs) and low self-monitors (LSMs). The understanding of the latter is particularly unclear and incomplete. We dissect the construct definitions and also review a high-quality sample of empirical articles to show that LSMs have been relatively neglected and poorly understood. They have been considered merely as opposites of HSMs, whereas in fact, they are more varied. We conceptualize five different types of LSMs that we derive from a 6-cell (2 x 3) conceptual framework, which encompasses two levels of motivation (low, high), and three levels of ability (low, moderate, high), to self-monitor. We illustrate this conceptual development by populating all six cells with characters from the popular American sitcom, *The Big Bang Theory*. We also develop propositions involving the five new types of LSMs to highlight the usefulness of our framework. Finally, we discuss the implications of our theorizing for research and practice.

[view paper \(if available\)](#)

Do High Performers Always Receive More Supervisory Career Mentoring? The Role of Perspective-Taking

Author: **Xiaoyu Wang**; School of Economics & Management, Tongji U.

Author: **Xiaotong Zheng**; Durham U.

Integrating social exchange theory and socioanalytic theory, this study examines the roles of employee performance and perspective taking in the supervisory career mentoring (SCM) employees receive, which is vital for their career development. We propose that perspective taking captures an important relational factor in the process of protégé selection, a factor which will not only have an incremental effect in predicting SCM above and beyond the contribution of employee performance but will also strengthen the positive effect of employee performance. The results from a multi-source multi-wave field study and an experimental study indicate a positive effect of perspective taking,

and a positive moderating effect on the relationship between employee performance and SCM. In addition, from a social exchange perspective, the study finds that cost-benefit analysis mediates the main effects and the interactive effects on SCM. Thus, the paper highlights the importance of combining employee 'getting ahead' and 'getting along' attitudes in understanding the protégé selection process. The paper concludes with theoretical and practical implications.

[view paper \(if available\)](#)

Does Trait Mindfulness Help Working College Students? The Mediating Role of Meaning and Enrichment

Author: **Laurel McNall**; State U. of New York, College at Brockport

Author: **Matthew Bennett**; State U. of New York, College at Brockport

Author: **Melissa Brown**; State U. of New York, College at Brockport

As more evidence accumulates on the benefits of mindfulness, research is needed to understand how and why mindfulness results in positive change. Drawing on Mindfulness-to-Meaning Theory, we explored the underlying mechanisms that may explain the relationship between mindfulness and important outcomes for working college students. Using a sample of 265 employed college students, we found evidence for a serial multiple mediation model of work meaning and work-school enrichment in the relationship between mindfulness and outcomes (i.e., job satisfaction, school satisfaction, emotional exhaustion). These results lend initial support for mindfulness as a personal resource that helps working college students experience better outcomes through higher work meaning and work-school enrichment. Practically speaking, this research suggests that mindful working college students may be better equipped to experience work meaning and work-school enrichment, and in turn, positive outcomes. As such, universities and organizations may want to consider not only offering mindfulness interventions, but also helping students find greater meaning in their employment experiences.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Emotional Labor and Conservation of Resources Theory (session 1107)

Climate of Service Priority & Service Performance: The Role of Emotional Labor and Workload Pressure

Author: **Dana Rachel Vashdi**; U. of Haifa
Author: **Tal Katz-Navon**; Arison School of Business, The Interdisciplinary Center (IDC), Israel
Author: **Marianna Delegach**; Sapir Academic College

Service employees face a complex organizational environment that constantly poses multiple demands in order for them to achieve organizational goals. Hence, there is a persistent tradeoff between service as a key element of the organization's strategy and other competing or even conflicting demands. Using the Job Demands-Resources model as an overarching theoretical framework, we investigated why and when shared perceptions of the relative priority assigned to service are related to service performance. Specifically, we examined employee's use of deep acting emotional labor strategies as a mechanism that explains this relationship and workload pressure, as a bounding condition of this relationship. A sample of 245 hospitality employees nested within 39 departments in thirteen hotels participated in the study. Results demonstrated that when service was perceived as a relative priority compared to other competing goals, employees reported using a higher level of deep acting emotional labor strategies, which in turn led to better service performance. Yet, this was apparent only under specific circumstances or contexts, i.e., when workload pressure was low.

view paper (if available)

OB

Exploring New Approaches to Leader Identity Development (session 1112)

Leaders offer the game-changing competitive advantage for organizations via providing multiple positive flow-on effects that improve performance and organizational culture (Day & Dragoni, 2015; Salas, Kraiger, Smith-Jentsch, 2012; Silzer & Dowell, 2010). Unsurprisingly, there is intensifying focus from both academic and practitioner domains on how to acquire and develop more of this prized resource. Currently, the leader development field has a clear understanding of the important role that leader identity plays in leader development (Epitropaki, Kark, Mainemelis & Lord, 2017; Ibarra, Wittman, Petriglieri, & Day, 2014). However, there still remain fundamental gaps in our understanding of what causes leader identities to develop over time and what organizations can do to support this process (Martin, Hughes, Epitropaki & Thomas, 2019). This symposium answers the call to the big question that the leader development field is grappling with. It includes five ambitious projects that each offer new approaches to developing the identity of leaders.

Training Your Self: Examining the Impact of Leader Identity Interventions Over Time

Richard Morgan; Durham U. Business School
Olga Epitropaki; Durham U.
Susanne Helena Braun; Durham U.

Multiple Dimensions of a Leader Identity: Development Trajectory of Leaders

Elisa Adriasola; U. Adolfo Ibanez
Tamara Hernandez; U. Adolfo Ibanez
Timothy Steffenmeier; Kansas State U.

Looking Forward and Looking Back: An Intervention for the Development of Leader

Effect of Customer Mistreatment on After-Work Impulsive Behaviors Through Self-Control Depletion

Author: **Hui Zhang**; School of Sociology, Huazhong U. of Science and Technology

Author: **Zhiqing Zhou**; Baruch College & The Graduate Center, CUNY

Author: **Yanwei Shi**; Department of Human Resource Management, Shanghai Normal U., Shanghai

Author: **Yanjun Liu**; School of Labor and Human Resources, Renmin U. of China

Drawing on the ego-depletion theory, the current study examined the effect of daily experience of customer mistreatment at work on employees' impulsive behaviors after work (impulsive buying, mobile phone overuse, and overeating behaviors) through self-control depletion. Further, we investigated the moderating roles of two resource-gaining activities at work (taking time for relaxation and learning something new at work) on the relationship between customer mistreatment and self-control depletion. With daily diary data collected from 57 fulltime employees across 5 working days, our results revealed that daily experience of customer mistreatment at work was negatively related to employees' impulsive buying and mobile phone overuse after work (but not overacting behaviors) via self-control depletion. Besides, relaxation, but not learning, buffered the positive relationship between customer mistreatment and self-control depletion. These findings shed light on further understanding the underlying mechanisms between customer mistreatment and employee impulsive behaviors and resource-gaining strategies at work that might mitigate the negative effects of customer mistreatment.

[view paper \(if available\)](#)

Determinants and Consequences of Facades of Conformity: A Conservation of Resources Perspective

Author: **Leyuan Xie**; U. of Alberta

Author: **Andrew Luchak**; U. of Alberta

Author: **Karen H. Hunter**; U. of Alberta

For organizational members, it is both important

Identity

Phoenix Van Wagoner; U. of Colorado, Boulder

Stefanie Johnson; U. of Colorado, Boulder

Ksenia Keplinger; U. of Colorado, Boulder

Susan E. Murphy; U. of Edinburgh

Doing is Becoming: Examining Voice Enactment as an Antecedent to Leader Identity and Self-Efficacy

Tina Davidson; Rotterdam School of Management, Erasmus U.

Sofya Isaakyan; Rotterdam School of Management, Erasmus U.

Ronit Kark; Bar Ilan U.

The Role of New Leaders' Personal and Shared Goals in Identity Development

Markku Jokisaari; U. of Turku, School of Economics

Elisa Adriasola; U. Adolfo Ibanez

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

and challenging to gain acceptance and thrive in organizations. We posit that feigning agreement with prevalent organizational values through facades of conformity helps to achieve these goals. Specifically, we investigate why and how the perceived organizational support moderates the effect of supervisory support employees experience on their adoption of facades of conformity. In doing so, we invoke conservation of resources theory based arguments that perceived organizational and supervisory support are valuable resources to individuals and that the level of access to them influences the use of facades of conformity. We argue that, while facades of conformity are negatively associated with organizational and supervisory support, the intertwined effect of these two types of resources on facades of conformity is mixed. Through two studies, we found that the relationship between supervisory support and facades of conformity was predominantly negative when perceived organizational support was low. We also found an inverted U-shaped relationship between supervisory support and facades of conformity when perceived organizational support was high.

[view paper \(if available\)](#)

When a Leader has to Put on an Act: A Test of Dual-Process Model of Leaders' Emotional Labor

Author: **Tsung-yu Wu**; Department of Psychology, National Taiwan U.

Author: **Shi-Ju Tung**; National Taiwan U. of Science and Technology

Author: **Hao-Cheng Lo**; Department of Psychology, National Taiwan U.

Drawing on Gardner et al.'s (2009) model of leader's emotional labor and authenticity and Côté's (2005) social interaction model of emotion regulation and work strain, we explore how leader's surface and deep acting is associated with leader's felt authenticity, which is further related to leader's emotional exhaustion (intrapersonal process). We also explore how leader's surface and deep acting is associated with follower's perceived leader authenticity, which is further related to follower's affective trust in leader (interpersonal process). Moreover, we investigate whether follower's

affective trust in leader affects leader's emotional exhaustion. Using survey research, we obtained 166 pairs of leader-follower dyad data in organizations at Taiwan. The results showed that, regarding intrapersonal process, leader's surface (deep) acting is negatively (positively) related to felt authenticity, which serves as a mediator and is further related to emotional exhaustion. Regarding interpersonal process, leader's surface acting is negatively related to follower's perceived leader authenticity, which serves as a mediator and further related to trust in leader. In addition, follower's trust in leader is associated with leader's emotional exhaustion. Our study contributes to existing literature by demonstrating that leader's deep acting may be a compromise between emotional labor and authenticity, and that Gardner et al.'s (2009) model can be integrated with Côté's (2005) model.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB
MOC

Fanning the Voice Flame: Unpacking How Leaders and Peers Impact Employee Voice (session 1114)

Voice Practices in Conflict: Employees Get Less Credit for Voice When Managers Actively Seek Input

Insiya Hussain; U. of Texas at Austin
Hyunsun Park; U. of Maryland
Subrahmaniam Tangirala; U. of Maryland
E. S. Srinivas; Indian Institute of Management, Bangalore

Voicing Ideas to Further the Mission or the Dollar? A Business-Unit Investigation

Ethan Burris; U. of Texas at Austin
Wonbin Sohn; U. of Texas at Austin

I Speak Up (and Feel Heard), Therefore I Am: The Construction and Consequences of Voice Identity

OB
MOC

In the Eye of the Follower: Follower Attributions that Affect Leader-Follower Relationships (session 1113)

Nasty or Naïve? An Investigation of Follower Attributions for Leader Incivility Behaviors

Heath Gregg; U. of Miami
Changmeng Xu; U. of Miami
Marie Dasborough; U. of Miami

Meaningful Work and Leadership Relationships in Leader-Follower Dyads

Jayoung Kim; Binghamton U.-State U. of New York
Francis J. Yammarino; Binghamton U.-State U. of New York
Dongil Jung; Yonsei U.

Looking Beyond Leadership Behaviors: Followers' Perceptions of Leaders' Focus Matters Too

Daniel Newton; U. of Iowa
Tim D. Maynes; U. at Buffalo, The State U. of New York
Chak Fu Lam; City U. of Hong Kong
Dustin Bluhm; U. of Colorado, Colorado Springs

The Positive and Negative Effects of Social Status on Voice Ratings: A Test of Two Opposing Pathways

Sijun Kim; U. of Arizona
Elizabeth McClean; U. of Arizona
Sarah Doyle; U. of Arizona
Nathan Philip Podsakoff; U. of Arizona
Eric Lin; United States Military Academy
Todd Woodruff; United States Military Academy

Vessels for Voice: The Use of Peer "Guardians" Support Voice Climate and Efficacy

Celia Moore; Imperial College Business School
Elizabeth Wolfe Morrison; New York U.
Kate Coombs; Banking Standards Board

Asynchronous

SYMPOSIUM ASYNCHRONOUS

Ryan Gottfredson; California State U., Fullerton
Anna Maria Zabinski; Oklahoma State U.
Mark Hiatt; Kennesaw State U.

Feeling Trusted by the Supervisor and its Consequences

Xin Zhang; The Chinese U. of Hong Kong
C. Ashley Fulmer; Georgia State U.
Qi Song; Southwestern U. of Finance and Economics
Yang Chen; Southwestern U. of Finance and Economics

Asynchronous

PRACTICE RESEARCH SYMPOSIUM ASYNCHRONOUS

OB

Injury, Illness, and Presenteeism (session 1103)

More Pain, More Change? The Mediation Role of Presenteeism and Moderation Role of Ostracism

Author: Yanxia Wang; Lanzhou U.
Author: Mengsha Yuan; Southwest U. of Science and Technology
Author: Chih-Chieh Chen; Southwest U. of Finance and Economics

Numerous studies have demonstrated that work-related factors are crucial in explaining presenteeism, which has various negative consequences. An appraisal-based view of job-related stress is predominantly used to account for the above mechanisms. However, few studies have applied a resource-based view of stress to understand presenteeism or to explore the active nature of presenteeism on a daily basis. To address

OB

Leadership and Creativity (session 1104)

How Does Coaching Leadership Promote Employees' Constructive Deviance? Affective Events Perspective

Author: Zhisong Cui; Jilin U.
Author: Hongyu Wang; Jilin U.
Author: Chilombo N Nanyangwe; School of Management, Jilin U.

Adopting an affective events perspective, this study proposed and tested a moderated-mediation model linking coaching leadership, positive emotion at work, proactive personality and constructive deviance. Analysis of survey data collected from 225 supervisor-subordinate dyads in a large manufacturing enterprise indicated that: (1) coaching leadership is positively associated with employee constructive deviance; (2) employee

these limitations, we collected a sample of 590 observations from 60 employees working in diverse occupations over 10 consecutive working days. Based on the conservation of resources theory, we expected presenteeism to be perceived as an active, problem-focused coping strategy that health-impaired employees use to get through tough times. More importantly, we considered presenteeism to be an effective way for employees to craft their jobs to balance physical and work demands. Our findings revealed that presenteeism mediated the relationship between episodic physical pain and job crafting. Moreover, interpersonal mistreatment (ostracism in our study) negatively moderated the relationship between episodic physical pain, presenteeism, and job crafting. The findings suggest that resource allocation and investment underlie presenteeism. Consistent with the resource-based view of stress, our findings emphasize the need to replenish employees' resource pool to help both employees and organizations cope with stress.

view paper (if available)

The Story Continues: Why and How People Persist after Injury

Author: **Rui Ling Lee**; Nanyang Technological U.

Author: **Xiang Zhou**; Nanyang Technological U.

Author: **Yi Huang**; Nanyang Technological U.

Drawing on sports injury literature, we examined why and how people persist after injury via interviews with 37 individuals who were and/or are injured. Based on their post-injury level of effort in comparison to their pre-injury level, we categorized participants into three groups (i.e., Below, Same, and Above). Through 42 injury episodes derived from the interviews, we identified different reasons of persistence and effort levels for each group of participants. We further identified 10 behavioral and 8 emotional/cognitive strategies that participants used to cope with injuries and compared differences among the three effort-level groups. Theoretical and practical implications are discussed.

view paper (if available)

positive emotion at work mediates the relationship between coaching leadership and employee constructive deviance; (3) the positive relationship between coaching leadership and employee positive emotion at work is moderated by employee proactive personality such that proactive personality strengthens the coaching leadership-positive emotion at work relationship; (3) employee proactive personality accentuates the indirect effect of coaching leadership on employee constructive deviance via employee positive emotion at work. Specifically, the indirect relationship is insignificant when proactive personality is low.

view paper (if available)

The Effects of Leader Communication Indirectness on Subordinate Task Performance and Job Creativity

Author: **Ye Zhang**; Peking U.

Author: **Jack Ting-Ju Chiang**; Peking U.

Author: **Jiang XU**; Ph.D Candidate in Organizational Behavior

Author: **Yating Gao**; Peking U. Guanghua School of Management

The general consensus in leadership and communication research advocates direct communication in the workplace because it reduces uncertainty and increases efficiency. Our research indicates however that indirect communication can offer unique benefits that cannot be obtained through direct communication. Drawing from the situational strength theory and regulatory focus theory, we develop a comprehensive model to simultaneously examine the constraining and enabling effects of leader communication indirectness on subordinate task performance and job creativity. A multi-source, time-lagged survey data of 224 leader-subordinate dyads reveal that leader communication indirectness is positively associated with subordinates' perceived job autonomy, and this association is strengthened by their promotion focus. Meanwhile, leader communication indirectness is negatively related to subordinates' perceived goal clarity, and this relationship is. In addition, subordinate promotion focus strengthens the positive relationship between leader communication indirectness and subordinate

Influence of Workplace Safety Climate on Presenteeism from the Perspective of Affect and Cognition

Author: **Beini Liu**; Beijing Technology and Business U.

Author: **Qiang Lu**; Beijing Technology and Business U.

Based on the stimulus-organism-response theory and cognitive-affective personality system theory, this paper explores how the theoretical model of the workplace safety climate (WSC) influences presenteeism. Affect-based trust and cognition-based trust are assessed, and the situational role of organization formalization in this process is examined. Using a time-lagged research design, data from 396 healthcare employees were gathered and multiple regression and bootstrapping were used to test each hypothesis. The results show that: (1) WSC significantly reduces presenteeism. (2) Both affect-based trust and cognition-based trust mediate the relationship between WSC and presenteeism. Affect-based trust exerts a complete mediating role, while cognition-based trust exerts a partial mediating role. (3) Cognitive psychological path influences affective psychological path. Cognition-based trust completely mediates the relationship between affect-based trust and presenteeism. (4) Organization formalization exerts a positive moderating effect on the relationship between WSC and affect-based trust. However, it exerts no significant moderating effect on the relationship between WSC and cognition-based trust. This study overcame the single research perspective. Combined with organizational, work-related, and person-related factors the internal logic of the impact of WSC on the decision-making process in presenteeism was identified. The research results provide practical information for enterprises to create a sustainable organizational environment, reduce risks related to human resources, and effectively manage organizational health.

[view paper \(if available\)](#)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

task performance and job creativity via perceived job autonomy, whereas subordinate prevention focus enhances the negative relationship between leader communication indirectness and subordinate task performance via perceived goal clarity. Ultimately leaders should be equipped with direct and indirect communication skills and be trained to understand the appropriate context to employ either communication style to attain the desired result. Following a discussion of literature, research methods and results, we outline the theoretical and practical implications of our findings.

[view paper \(if available\)](#)

Linking Visionary Leadership and Creativity: A Multi-Level Investigation from the Goal Perspective

Author: **Wenjing Cai**; Vrije U. Amsterdam

Author: **Xueling Fan**; School of Business, Nanjing U.

Prior research mainly examined visionary leadership at either the individual level or the team level separately, which overlooks the integration of individual-level processes with team-level processes although it is acknowledged that leadership functions inherently multilevel. In the current study, we aim to fill this research gap by incorporating goal theories into multilevel leadership theories to further understand the effectiveness of visionary leadership. Specifically, we conceptualized visionary leadership as a multilevel phenomenon which manifests the dual-focused (i.e., team-level, and the individual perception of) visionary leadership in the team setting, and explored how it influences multilevel creativity—a core but neglected outcome-through multilevel goal processes. Using a two-wave data collected from 272 employees and their 75 corresponding supervisors in China, we found that visionary leadership affected creativity through multilevel pathways. Specifically, team-level visionary leadership influenced team creativity via its influences on team goal commitment, while individual-level visionary leadership influenced employee creativity by fostering leader-follower goal congruency. Besides, team goal commitment exerted a cross-level effect on employee creativity. Our study sets the stage for further research in theorizing dual-focused visionary leadership and

understanding how it can function at multiple levels to increase creativity in organizations.

[view paper \(if available\)](#)

The Creativity Bias: Investors Respond Negatively to Executives' Creative Expression

Author: **Michael Haselhuhn**; U. of California, Riverside

Author: **Elaine M. Wong**; U. of California, Riverside

Author: **Margaret Ormiston**; George Washington U.

Creativity and innovation are often considered to be essential characteristics of effective organizations. However, recent experimental research suggests that individual-level creativity in the workplace is not always perceived positively because of the uncertainty inherent in creative ideas. Although this research has advanced our understanding of perceptions of individual creativity in organizations, less is known about whether this creativity bias holds in real world contexts and, if so, whether there are organizational consequences. In this paper, we examine the organizational implications of creative expression in Fortune 1000 firms as captured in executives' discussions of their firms' creativity in quarterly earning calls. We predict that due to the association between creativity and uncertainty, market reactions to executives' expressions of creativity will be negative. We find that greater expression of creativity-related constructs is negatively related to stock market returns, but positively related to firm financial performance, suggesting the bias may not be rational. Our study has a number of theoretical implications for the study of leadership, creativity and firm performance as well as managerial implications.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Varied Methodologies on Work Affect and Cognition (session 1106)

OB

Work Design, Work Quality, Work Meaning, and Work Engagement (session 1105)

When it Pays to be Less than Perfect: Entrepreneurs Sharing Flaws with Investors can Attract Funding

Author: **Lauren Christine Howe**; U. of Zurich

A key challenge for entrepreneurs is to raise investments into their business, and a common narrative in literatures on entrepreneurship and social influence more broadly is that such investments are more likely forthcoming for those who possess outstanding qualities (e.g., self-confidence, passion) as opposed to those who suffer from personal flaws (e.g., insecurity, arrogance). Drawing on theories of similarity-attraction, social comparison, and identification, we suggest that flaws can benefit entrepreneurs to the extent that they increase investors' perceived closeness to them. Specifically, we theorize that "bridging flaws" that highlight a deficit in a desirable trait (i.e., a lack of self-confidence) will increase identification with an entrepreneur and increase investments, while "distancing flaws" that indicate an excess of a desirable trait (i.e., inflated self-confidence) will decrease identification and investments. Further, we propose that bridging flaws prompt greater identification and investment from investors who feel that they share these flaws, and that distancing flaws most repel these investors. Evidence across three studies including both archival data analyses and experiments provide general support for our conceptual model. Challenging the prevailing narrative on the benefits of exceptionalism, we provide a nuanced understanding of when and how entrepreneurs benefit from the exposure of flaws.

view paper (if available)

More Human Than Machine? The Effects of Depicting the Future of Work as Relational or Technological

Author: **Lauren Christine Howe**; U. of Zurich
Author: **Leonie Jolanthe Hentrup**; U. of Zurich
Author: **Jochen I. Menges**; U. of Zurich

Technological advancements are changing the world of work and sparking widespread interest in the future of work. Research suggests that both

The Role of Shared Future Selves and Self-Continuity in Promoting the Presence of Meaning in Life

Author: **Charles Chu**; Stanford GSB
Author: **Brian Lowery**; Stanford U.

Modern work life is increasingly lacking in structure, which poses challenges to workers' ability to maintain a sense of meaning in life (MIL). In the current research, we examine the role of perceiving a shared future self and the feeling that who we are is permanent and persists into the future (i.e., temporal persistence) in facilitating the experience of MIL. Across four experimental studies, we find consistent evidence that people who envision a future self that they perceive as shared and verified by those around them leads to the feeling that who they are will persist into the future. This sense of temporal persistence in turn leads to the experience of MIL. We conclude with implications for fields examining questions pertaining to meaning in life, the self-concept, and modern careers.

view paper (if available)

Linking Job Autonomy to Work Engagement: The Mediating Role of Challenge Demands

Author: **Simeon Muecke**; Technische Hochschule Ostwestfalen-Lippe
Author: **Kathleen Linderman-Hill**; St. Ambrose U.
Author: **Jessica Marie Greenwald**; St. Ambrose U.

We theorize that job autonomy leads to higher work engagement because it makes employees' jobs more challenging. Results of a study of 267 employees supported our hypotheses that challenge demands (felt responsibility and cognitive demands) mediate the relationship between job autonomy and work engagement. We differentiated three dimensions of job autonomy (decision-making, scheduling, and method autonomy) and showed that work engagement is affected by decision-making and method autonomy, but not by scheduling autonomy. Moreover, mediating mechanisms varied depending on the type of autonomy. Decision-making autonomy led to work engagement through feelings of responsibility,

technological skills (e.g., programming) and relational skills (e.g., empathy) will be valuable for future employment opportunities, but it is unclear what the future workforce believes about this. Psychological theories suggest that the extent to which people focus on the role of technological versus relational skills in the future of work would shape their emotional and behavioral responses. We predicted that, given the prominent role of technology in discussions about the future of work, people would under-recognize the future need for relational skills. Drawing on theories of socio-relational motivation and goal congruity, we further predicted that depicting the future of work as relational would prompt people, especially women, to feel more positively about it. However, we also predicted that people would prioritize the development of technological skills, even when the future of work was depicted as relational. We find general support for our ideas in two experiments. By understanding people's beliefs about the future of work and how reactions differ among social groups, researchers and practitioners will be better able to help the future workforce prepare for a changing world.

view paper (if available)

Exploring Grey Zone Behaviours Between Corruption and Whistleblowing

Author: **Andrea Tomo**; U. of Napoli Federico II, Italy

Author: **Ernesto De Nito**; U. of Salerno

Author: **Paolo Canonico**; U. degli Studi di Napoli Federico II

Author: **Gianluigi Mangia**; U. degli Studi di Napoli Federico II

Author: **Stefano Consiglio**; U. of Naples Federico II

Literature on corruption and whistleblowing is increasing over the last years. However, we contend that individual reactions to a corrupt proposal could differ from the mentioned behaviours. In more detail, we contend that a 'grey zone' between accepting corruption and whistleblowing does exist. This paper aims at exploring what are the behaviours defining this 'grey zone' as nuanced behaviours adopted to react to a corrupt proposal. We draw from Miceli and Near's process of whistleblowing to open the scope for the

whereas method autonomy led to work engagement through cognitive demands. Our study offers a new perspective on the challenging potential of job autonomy, thereby advancing our understanding of whether and why job autonomy is linked to work engagement. Implications for future research and professional practice on job autonomy are discussed.

view paper (if available)

Reflecting on Work Design for Improving Quality of Work: An Experiential Learning-Based Field Study

Author: **Yukun Liu**; Curtin U.

Author: **Maria Tims**; Vrije U. Amsterdam

Author: **Sharon Parker**; -

Author: **Bin Wang**; Curtin U., Perth

Author: **Jing Qian**; Beijing Normal U.

Over a century's research on work design has consistently demonstrated the quality of work as a crucial factor that significantly influences both employees' work effectiveness and their well-being. Yet poor quality of work is still prevalent in today's workplace, suggesting that the application of work design theories into practice is insufficient or ineffective. In this research, building on the theory of experiential learning, we contend that the reflection of work characteristics, combined with the transformation of work design knowledge into experience, are two crucial processes that lead to the successful application of work design concepts (specifically, job crafting). We develop a work design reflection intervention and propose that the intervention helps employees to craft their work and thereby improve the quality of their work designs. Using a between-individual field experiment involving 117 full-time employees, we found that reflecting on work design indeed motivated employees to craft their structural job resources, which further improved their job autonomy. We also found that the reflection intervention was only effective in enhancing crafting for employees with lower levels of work centrality; while those employees with higher work centrality crafted their structural resources regardless of the reflection intervention. We discuss the implications of this research.

comprehension of grey behaviours in the decision-making process following to a triggering event. Making a case from the Italian public administration through interviews and storytelling, we explore what kind of behaviours might define the grey zone. Findings unveil nuanced behaviours configuring neither as corruption nor whistleblowing, ranging from ignoring the corrupt proposal to explicit contraposition. Also, they reveal different social and individual outcomes affecting future relationships in organizations. The findings allow to extend Miceli and Near's process to a wider spectrum of response behaviours to triggering events such as receiving, or assisting to, a corrupt proposal. Although recognizing that some limitations might be in that the situations detected could be only a part of a possible wider 'grey zone', findings provide interesting implications under theoretical, practical, social, and policy making perspectives, advancing a debate on nuanced behaviours between corruption and whistleblowing. This provides a support both for organizations and policy makers for a better understanding of individual behaviours and improving actions and policies to prevent corruption and encourage whistleblowing.

[view paper \(if available\)](#)

Supervisor Feedback and Employee Feedback Seeking Behaviors: Testing a Mediated Moderation Model

Author: **Shuhua Sun**; Tulane U.

Author: **Angelo DeNisi**; Tulane U.

In this three-wave field study, we investigate how supervisor feedback affects employees' subsequent feedback inquiry and monitoring behaviors. Drawing from Feedback Intervention Theory, we identify positive and negative feedback and perceived feedback quality as critical cues of supervisor feedback. Further, we propose that these feedback cues interact in shaping employee psychological empowerment and perceptions of supervisor abusiveness, which in turn affect employee future feedback inquiry and monitoring behaviors differently. Consistent with our expectations, perceived feedback quality moderates the relationship between positive supervisor feedback and employee psychological empowerment, which

[view paper \(if available\)](#)

Well-Designed Work Helps Individuals to Mature Over Time: Evidence from a 20-Year Longitudinal Study

Author: **Yukun Liu**; Curtin U.

Author: **Liangting Zhang**; Hainan U.

Existing research in the field of personality development has long established participation in work or employment as an important contributor for individuals' personality change or development. It remains relatively understudied as to what specific features or characteristics of one's work or job could influence the changes of people's personalities over time and what could be the underlying psychological mechanisms. Building upon the existing personality development research and drawing on the extant research on work design, we propose job autonomy and social support as two important work characteristics that could positively influence the development of individuals' conscientiousness and emotional stability, two personalities reflecting individuals' maturity. Using publicly available data from a 20-year longitudinal study, our analyses demonstrated that, within individuals and over 20 years' time, individuals' job autonomy was positively associated with conscientiousness (mediated through sense of control) whilst their social support at work was negatively associated with neuroticism (mediated through positive and negative affect), suggesting that well-designed work could help working adults to mature over time. We also found that the beneficial effects of well-designed work on the development of maturity were only observed for individuals with lower (vs. higher) levels of education. We discuss the implications of this study.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

in turn relates to feedback inquiry but not monitoring. Specifically, only when perceived feedback quality is high, there is positive effect of positive supervisor feedback on subsequent feedback inquiry via psychological empowerment. Further, as expected, perceived feedback quality moderates the relationship between negative supervisor feedback and employees' perceptions of supervisor abusiveness, which in turn relates to feedback monitoring but not inquiry. Specifically, only when perceived feedback quality is high, negative supervisor feedback has an indirect effect on feedback monitoring via perceptions of supervisor abusiveness. We discuss the theoretical and practical implications of the findings.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OCIS

Identity in Online Environments (session 1118)

The Role of Identity in Supporting a Shared Reality On Cross-Functional Project Teams

Author: **Susan Leigh Johnson**; Weatherhead School of Management, Case Western Reserve U.

Author: **Richard J. Boland**; Case Western Reserve U.

Author: **David Aron**; Weatherhead School of Management, Case Western Reserve U.

Author: **Yunmei Wang**; Case Western Reserve U.

Project structures have become a dominating form to organize and accomplish work in firms today. This study focused on firms that source the functional expertise needed to support project implementations on a temporary basis from their organizational hierarchy. In this matrixed structure, individuals reside in two social worlds, that of the project team and that of their functional team. The purpose of this quantitative study was to understand the effect of social identity on cross-functional project teams' communication and their ability to develop a shared reality with other project team members. In this study, we surveyed 212 members of cross-functional project teams in the

OCIS

Leadership in a Technology-Mediated World (session 1119)

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

Author: **Susan Stryker**; U. of San Francisco

Author: **James Stryker**; Holy Names U.

Entrepreneurs have long been recognized for their critical role in the development of a vibrant and growing economy. As key "agents of innovation and creative destruction" researchers have differentiated between entrepreneurs and managers predominantly in terms of two factors: (1) personality and (2) social cognitive processes or the way they think. In this study, we explore a new way of looking at the differences between entrepreneurs and managers that may be more useful for practicing managers: their language usage or the way they talk. Using text analysis software, we compare the language from interviews with Silicon Valley entrepreneurs (n = 65 entrepreneurs) with the language from interviews with senior managers (n = 65 managers). As hypothesized, entrepreneurs used significantly more words that were focused on the importance of time, money, and teamwork than

financial services sector. We found that a strong functional identity was positively related to the ability of an individual to understand what is being communicated from another discipline. The ability to understand someone from another discipline was positively related to a successful project outcome. This study contributes to the literature on team social identity by demonstrating how it is mediated by effective communication across functional boundaries to create successful project outcomes.

[view paper \(if available\)](#)

Effect of Identity Disclosure on User Participation in Online Communities: A Natural Experiment

Author: **Bingjie Qian**; Hong Kong U. of Science and Technology

Author: **Tat Koon Koh**; Hong Kong U. of Science and Technology

Author: **Xiaoquan (Michael) Zhang**; The Chinese U. of Hong Kong

In this paper, we empirically study the motivations of user participation in online communities. We focus on a specific form of user participation, i.e., “liking” the content posted by others. Our identification strategy relies on an exogenous policy change of a Chinese online community. Users who have “liked” an article were anonymous before the change; the identities of such users were publicly disclosed after the change. We identify three motivations from prior literature that are relevant in our context: intrinsic utility motivation, relational motivation and image motivation. We leverage the fact that these three motivations predict different user reactions to the policy change to identify the dominating motivation. We find that users gave significantly fewer “likes” after the policy change, which is consistent with the prediction of image motivation. The analyses of the content and user characteristics provide additional support for the dominating role of image motivation. This paper provides insights into user behaviour in online communities and has practical implications for both platforms and content creators.

[view paper \(if available\)](#)

managers. Contrary to expectations, managers used more positive emotion words compared with entrepreneurs. We conclude with a discussion of the limitations and implications of our findings for management practice and future research with a particular focus on lessons learned for managers wishing to act like entrepreneurs within their own organizations as entrepreneurs.

[view paper \(if available\)](#)

Would You Like a Humorous Email from Your Manager? Impression Management and Behavioral Intentions

Author: **Yael Brender-Ilan**; Ariel U.

Author: **Abira Reizer**; Department of Social Sciences and Psychology, Ariel U.

Humor is a form of communication that is intended to be amusing and produce positive cognitive and affective responses from receivers. Nonetheless, humor in the workplace is a complicated matter. It has been recognized as a valuable tool for managers because it can activate various favorable outcomes and alter employees' perception of the manager's warmth and competence (impression management), but not always to the benefit of the manager. In this age of globalization, current technology coupled with the stipulation of immediate communication and quick reactions directs workplaces to use computer-mediated communication (CMC) for day-to-day professional activity. Therefore, this study was set to examine the use of humor in managerial emails. Across our studies, the use of humor showed altered beliefs about a manager's warmth and competence, and eventually influenced the employee's behavioral intentions. In Study 1, we tested the use of managerial humor in two consecutive directive emails. The humorous manager was perceived as warm, but not competent. Impression management mediated the employee's willingness to work with the manager. In Study 2, we tested the use of managerial humor with one introductory email. In this study, in addition to checking employees' perception of the manager, we also monitored the gender of both the manager and employee. Once again, the humorous manager was perceived as warm and humor mediated employees' behavioral intentions. As for

Who is in Charge of Digital Transformation? The Birth and Rise of the Chief Digital Officer

Author: **Arne Buchwald**; Vlerick Business School

Author: **Felix Lorenz**; EBS Business School

With the increasing pressure for organizations to digitalize, many companies are complementing their top management teams (TMT) with new members, chief informational and digital officers (CIOs and CDOs). As members of top management teams, CIOs and CDOs are expected to fulfill essential roles in the digital transformation strategy and its implementation. By making decisions on digitalization, they also influence business model development, innovation, and business strategy. While research on digital transformation is growing steadily, we lack a coherent understanding of the extent and nature of these top management roles and their relationships and the specific tasks involved. Based on the literature on management, information systems, and related fields, this paper discusses the evolving CIO and CDO roles and their interrelationships. Our key contribution is to conceptualize the role split, the emergence of the CDO, the nature of organizational roles and relationships by drawing on concepts of organizational ambidexterity, transactive memory systems (TMS), and shared understanding. We find that despite the separation of roles and potentially overlapping responsibilities, a collaborative relationship can be beneficial due to the complementary nature of the roles particularly to drive the digital transformation. We conclude with a future research agenda.

[view paper \(if available\)](#)

Social Identity from Categorization and Networks: A Multilevel Study of a MMOG Community

Author: **Jingyi Sun**; U. of Southern California

Organization ecologists argue social identity comes from category affiliation whereas structuralists argue social identity comes from networks. The same debate has been echoed in computer mediated communication as to whether it is an interpersonal or individual-group process. This paper takes a converging perspective by arguing the two forms of social identity are fundamentally

competence, gender moderated the results, such that male employees perceived humorous female managers as more competent, while female employees perceived humorous male managers as less competent. Practical implications for CMC are presented
Key words: Computer-mediated communication, Humor, Impression management, Behavioral intentions.

[view paper \(if available\)](#)

Leadership Competencies for Digital Transformation - Skills and Traits Sought by Practitioners

Author: **Katharina Gilli**; Free U. Bozen, Bolzano

Author: **Michael Nippa**; Free U. Bozen, Bolzano

Author: **Michael Knappstein**; ISM International School of Management

One of the greatest challenges organizations face today is taking advantage of the opportunities offered by advanced information and communication technology. In order to successfully master this digital transformation, organizations need change leaders capable of envisioning, planning, implementing, and managing new business models. Apart from conceptual and practice-oriented contributions, however, there are no empirical studies that analyze what kind of leadership competencies are considered necessary by practitioners. Hence, in order to draw conclusions for research and practice, job requirements outlined in 274 job advertisements explicitly targeting digital transformation experts were identified and categorized applying the leadership skills strataplex taxonomy. Our results reveal a higher importance of managerial and leadership skills compared to technical skills, and thus are similar to the requirements of earlier strategic change processes. This can be interpreted in different ways. Either practitioners overlook important specific leadership competencies or researchers and other experts wrongly overemphasize the technological novelty of digital transformation.

[view paper \(if available\)](#)

interdependent at both individual and collective levels. Drawing data from a massive multiplayer online game (MMOG), this paper models the interaction of the two forms of social identity on performance by examining 207,633 individuals affiliated to 5,797 groups. The findings show that groups fragmented into clusters have higher survival rate and better performance when category boundaries are clear, and individuals with influential within-group network positions have more outstanding performance when their category identities are unfocused. Theoretical and practical implications of findings are discussed.

[view paper \(if available\)](#)

How Doctors' and Nurses' Motivations Shape Perceptions of System Benefits and Resistance to CPOE

Author: **Hyoungyong Choi**; U. of North Carolina at Greensboro

Author: **Mark Keil**; Georgia State U.

Author: **Arun Rai**; Georgia State U.

Author: **Likoebe Maruping**; Georgia State U.

To explain users' resistance to Information Systems (IS), previous research studies focused on the changes triggered by new IS (i.e., in routines, power, autonomy, etc.) and how such changes affect users' perceptions (i.e., inequity, threat, etc.). Missing from extant views of resistance to IS is an understanding of the role of work-related motivations in shaping users' resistance to newly implemented systems. Drawing on the motivational affordance lens, we propose a new resistance mechanism that explains how healthcare professionals' motivations influence resistance to Computerized Provider Order Entry (CPOE). Specifically, using a longitudinal research design in which we surveyed both doctors and nurses, we demonstrate that system benefit mediates the effect of motivation for efficiency on resistance to CPOE both for doctors and nurses but that it mediates the effect of motivation for quality on resistance to CPOE only for nurses. Also, we demonstrate two countervailing mechanisms for the effect of motivation for efficiency on resistance to CPOE (i.e., positive direct effect and negative indirect effect via system benefit). This study makes a theoretical contribution by identifying a new

Leadership Emergence in OSS Communities: Evidence from the Linux Kernel Development Project

Author: **Marvin Hanisch**; U. of Groningen

Author: **Thomas Bock**; Saarland U.

Author: **Claus Hunsen**; U. of Passau

Author: **Carolin Haeussler**; U. of Passau

Author: **Sven Apel**; Saarland U.

In open-source software (OSS) communities, core developers—e.g., maintainers for a specific subcomponent—play a crucial role in community governance. Previous research has mainly described the characteristics and functional roles of core developers, but few have examined the drivers of progression from peripheral roles to core roles. Our theoretical model deviates from previous research by emphasizing the moderating role of developers' span of contributions. Specifically, we suggest that the positive effect of code contributions on developers' progression is weakened, due to productivity losses and higher marginal costs of learning, when their technical span is broader. By contrast, the positive effect of communication with community members on progression is amplified when developers' communicative span is broader, given the benefits of cross-functional thinking and community integration. Our theory is supported in a longitudinal study of 29,818 developers in the Linux kernel development project. Our paper introduces a novel mechanism for explaining the emergence of lateral governance mechanisms in OSS communities and contributes to the more general debate on the benefits of specialization in the context of organizational governance.

[view paper \(if available\)](#)

Promoting Shared Leadership to Improve Team Innovation: An Adaptive Structuration Theory Perspective

Author: **Ahsan Ali**; School of Economics & Management, Tongji U.

Author: **Hongwei Wang**; School of Economics & Management, Tongji U.

Author: **Ali Ahmad**; SEM Tongji U.

Author: **Waseem Bahadur**; Anhui Sanlian U.

This study examines how and to what extent social

resistance mechanism, and by demonstrating how this mechanism manifests differently for individuals with different roles. This study provides IS practitioners with insights on how to establish an effective CPOE implementation strategy to reduce healthcare professionals' resistance to CPOE depending on their roles and the time point in the CPOE implementation process.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

and technological factors promote shared leadership that lead to team innovation in knowledge work teams? It hypothesizes that a transactive memory system influence team innovation and shared leadership conduits the relationship between them. Additionally, the relationship effectiveness between the transactive memory system and shared leadership increases with the use of social media by team members. We used time-lagged data from two sources to support our hypotheses. The results reveal that transactive memory system is a significant predictor of team innovation and the shared leadership channels the relationship between transactive memory system and team innovation. Furthermore, use of social media by team members amplifies the relationship between transactive memory system and shared leadership. This study makes novel contributions to team innovation research by integrating the adaptive structuration theory and share leadership literature. We discussed the theoretical and practical implication of the study.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OCIS

Online Communities and Web 2.0 (session 1117)

The Genesis of an Open Online Community

Author: **Hani Safadi**; U. of Georgia

Author: **Emmanuelle Vaast**; McGill U.

Open online communities have become widespread forms of organizing in which multiple participants share knowledge, and communicate on the basis of specific commonalities. Yet, we still know little about their genesis. Given the importance of these new forms of organizing, it is crucial to understand their formation. How do they come to be? This study examines how multiple, heterogeneous participants converge around what they shape as shared interests. It engages in computationally-intensive theory development by examining the emergence of the data science open online community on the

OMT

Behavioral Theory of the Firm: New Research (session 1126)

Organizational Response to Shortfalls: The Role of Decision Makers' Self-Confidence and Time Slack

Author: **Xavier Sobrepere**; U. of Zurich

The behavioral theory of the firm (BTOF) states that performance shortfalls trigger organizational responses seeking to restore performance above the aspiration level. However, previous research has shown weak support for this proposition. One explanation for this lack of support is optimistic performance assessments: Performance shortfalls might not be perceived as problematic by decision makers, which leads them to underestimate the need for a response. In this paper, I argue that decision makers' self-confidence promotes

social media platform Twitter. It builds theory on the genesis of an open online community as a process of spinning and twisting of discourses that coalesce the interests of the members. This study contributes to scholarship on online communities by theorizing the process by which they come to exist as well as the literature on organizational dialog by elaborating on how dialog leads to self-organization in open communities.

[view paper \(if available\)](#)

Punctuating Time: Temporal Structuring as a Resource for Sustained Engagement in Online Communities (WITHDRAWN)

Author: **Anne-Laure Fayard**; New York U.

With online communities increasingly viewed as potential sources of innovation, organizations are exploring possible partnerships with them or, in some cases, trying to design such communities themselves. Organizations are often faced with challenges when collaborating with online communities—particularly with managing governance and sustaining engagement. Drawing on a forty-month ethnographic study of OpenIDEO, an open innovation platform for social innovation, I examine how an organization created a diverse, global community and invited its members, via sponsored challenges, to collaboratively generate ideas for tackling complex social issues. Through inductive analysis, I identify the important role played by time—more specifically, temporal structuring (i.e., visually mapping activities to time and online / offline cycles). The OpenIDEO team used temporal structuring as a punctuating device that became a resource for both themselves and community members. They also used time as a complementary mechanism for governance. This study contributes to the literature on open innovation, collaboration between organizations and online communities, and time.

[view paper \(if available\)](#)

Digital Organizing and Emergent Collaboration on Twitter in Pursuit of Social Action

Author: **Daniel Lundgaard**; Copenhagen Business School

optimistic interpretations of performance assessments when performance is ambiguous enough. However, when performance shortfalls are unambiguous, I predict that decision makers' self-confidence leads to the opposite consequence, strong organizational responses, due to risk-seeking behavior. In addition, in this paper I propose that organizational slack is a source of ambiguity in performance assessments allowing for favorable interpretations. Particularly, I propose that decision makers prone to make optimistic performance assessments overestimate the value they can extract from slack, which leads them to underestimate the need for a response to performance shortfalls. I find support for my hypotheses by analyzing 101,146 first down decisions from the National Football League (NFL) between seasons 2009 and 2016.

[view paper \(if available\)](#)

Temporal Distinction of Multiple Goals and Effects on Strategic Risk-Taking

Author: **Renfei Gao**; U. of Manchester

Author: **Cyndi Man Zhang**; Singapore Management U.

Author: **Xiaogang He**; Shanghai U. of Finance and Economics

Author: **Zhengyu Li**; Shanghai U. of Finance and Economics

Organizational goals play a central role in driving firm decision making. The behavioral theory of the firm conceptualizes goals as situational aspirations that guide organizational adaptation through performance feedback. However, this aspiration-directed logic implicitly assumes the short-term orientation of decision makers, while the effect of long-term strategic goals on firm decision making is less explored. Our study focuses on long-term strategic goals, which, we argue, influence firm decision making through decision makers' commitment. Borrowing insights from strategic communication research, we conceptualize strategy specificity to capture decision makers' commitment to strategic goals and theorize its implications for firm strategic risk-taking. Additionally, we examine the interactive effects of strategy specificity and performance feedback on strategic risk-taking, with

Author: **Liana Razmerita**; Copenhagen Business School

Author: **Chee-wee Tan**; Copenhagen Business School

On the basis of a comparative case study of three social movements, #IceBucketChallenge, #BlackLivesMatter and #YesAllWomen, this paper explores how collaboration emerges online on Twitter. The study draws on organizing logics literature, research on online collaboration and online social network theories, combined with the analysis of tweets collected from days where the movements had high levels of activity. Drawing on the literature review, we derive a framework consisting of three organizing elements, structure, engagement and communicative content. These are used to analyze the distinctive characteristics of collaboration across the different cases. The article also identifies the distinctive features of the three online social movements at different levels of mobilization: the propagating movement, the coordinated movement and the co-creating movement. The study contributes to the understanding of distinctive features and organizing elements that lead to emergent collaboration in online social networks at different levels of mobilization.

[view paper \(if available\)](#)

Invisible Cages: How Opaque Control Tactics Influence Worker Behavior

Author: **Hatim A. Rahman**; Northwestern Kellogg School of Management

Most studies of control focus on how organizations' visible control tactics impact worker behavior, as exemplified by the metaphor of the "iron cage." Drawing on interviews, archival data, and observations as a registered user on an online labor market, I studied how such a market's opaque control tactics affected freelancers' work practices. Specifically, my findings show that the market's implementation of an opaque algorithmic evaluation led workers' experiences to resemble less of an iron cage and more of an "invisible cage." That is, freelancers were never able to understand whether and how their actions contributed to changes in their rating evaluation. The results suggest that by

contingencies of managerial discretion and board shareholding. Using panel data on 1,074 Chinese listed firms in manufacturing industries, we find that firms with higher strategy specificity engage in more strategic risk-taking. However, this behavioral tendency is weakened when firms receive strong negative or positive performance feedback. Moreover, we find that the moderating effect of performance feedback on strategy specificity is enhanced by managerial discretion but mitigated by board shareholding.

[view paper \(if available\)](#)

Managerial Interpretations of Performance Feedback (WITHDRAWN)

Author: **Hugo Verver**; Tilburg U.

Organizational performance feedback theory, derived from the Behavioral Theory of the Firm, is one of the most utilized theories to explain strategic behavior of organizations. This theory argues that when performance relative to aspiration levels decreases, problemistic search increases. However, empirical evidence is not as unequivocal. We propose that one way to resolve the contradicting empirical evidence is to identify and study in-depth factors that explain the coalescence between the process of performance-aspiration comparison and managers' interpretations of performance feedback. In this conceptual paper, we extend the performance assessment component of performance feedback theory. We do so by arguing for a more refined and elaborated behavioral model of responses to performance feedback, based not only on whether performance surpasses the aspiration level or not, but also accounting for managers' assessment of reliability and for their level of satisfaction. To facilitate future research on responsiveness to performance feedback we provide testable propositions.

[view paper \(if available\)](#)

Influences of Top Managers' Pay Dispersions on Organizational Responses to Performance Shortfalls

leveraging significant power and information asymmetries over workers, an invisible cage inverts how control operates because the organization can change the criteria for success and rate at which changes occur without notice or recourse, rendering the control tactics opaque to workers. I found that even highly rated workers, among the primary intended beneficiaries of the opaque algorithmic evaluation, exhibited paranoia and wariness, taking steps to withdraw from the platform. I discuss the implications and boundary conditions these findings have as related to the literature on control and evaluations in the emerging economy.

[view paper \(if available\)](#)

The Role of Workgroups on User Participation on Enterprise Social Media

Designated as a "Best Paper" for OCIS

Author: **Christina Yong Jeong**; U. of Minnesota

Author: **Jason Chan**; -

Author: **Yue Guo**; southern U. of science and technology

Increasing number of firms are adopting enterprise social media (ESMs), however it is unclear whether and how it enables better communication. In this paper, we focus on the workgroups feature that allows firms to segment users by relevance. While companies create workgroups under the expectation that users would be more willing to participate, overall effects of workgroups on ESM participation unclear. Online groups help to frame the online discussions around relevant work content to their users, however it is also true that the rigid communication structure of workgroups works against casual, personal style of communication that social media sites have. The analysis shows that users participate more after workgroups are instituted, and especially managers are the main group of users who stand to benefit from the feature of workgroups. Our study addresses a theoretical paradox revolving around the ambiguous impact of workgroup features on user participation on ESMs.

[view paper \(if available\)](#)

Author: **Elizabeth Lim**; Georgia State U.

The behavioral theory of the firm has been tested across various organizational change settings. This literature shows that firms pursue change when performance drops below aspirations, but relatively scarce research examines how pay dispersions of the dominant coalition influence this process. Integrating insights from behavioral theory and pay dispersion research and applying them to the business divestiture context, we propose that top executives facing total pay dispersions likely experience team conflicts and dissatisfaction, attenuating divestiture rate in response to performance shortfalls. Managers with distinct time horizons, however, exhibit varying behaviors whereby unexercisable option pay dispersion weakens divestiture rate due to widening pay gap over the long-term whereas exercisable options and stock pay dispersions foster divestiture tendencies to improve short-term performance and close the pay gap.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Conflict, Authenticity, and Silence: Organizations in Transition (session 1120)

Breaking Organizational Silence

Author: **Irina Liuberté**; ISM U. of Management and Economics

It is a common practice in organizations for employees to withhold or distort—"sugarcoat"—some of their opinions, especially when these opinions concern unpleasant news that needs to be communicated to managers. However, sometimes such withholding of information grows into the pervasive silencing of issues and this may have detrimental effects on the business as well as the well-being of organizational members. Therefore, it is important for both practitioners and scholars to understand how organizations might reverse the negative dynamics around such silenced issues. With this paper, we describe one of the ways in which organizations may break the silence and contribute to the theoretical understanding of the process. We draw on a unique ethnographic study dataset, in which, at the time of the observation, employees collaborated with their managers, and attempted to break the silence surrounding a particularly problematic organizational issue. We trace the process of how anxiety around the silenced issue built up in the organization, and how attempts to break the silence culminated in a metaphorical, humorous, and hyperbolized public revelation. These findings show the importance of courage, strategic use of humor and adaptive planning, and contribute to the understanding of socio-organizational practices around the complex issues embedded in organizational cultures.

[view paper \(if available\)](#)

Elaborating on the Abstract: Group Meaning-Making in a Colombian Microsavings Program

Author: **Laura Doering**; U. of Toronto
Author: **Kristen McNeill**; Brown U.

OMT

Imprinting Effects on Strategy and Entrepreneurship (session 1122)

Contested Ideological Imprinting: State, Family Reading, and Entrepreneurship in Post-Mao China

Author: **Hongwei Xu**; U. of Windsor

Author: **Litao Zhao**; National U. of Singapore

We theorize the contested process of ideological imprinting. We argue that ideological imprinting tends to be both hierarchical and sequential, and whether organizational imprinters can effectively buffer against the penetration of societal imprinters depends on the temporal order of the latter. Empirically, we study how family books reading at adolescence buffers the pre-Mao cohort and Mao cohort against the communist ideological imprinting during the Mao China (1949-1978), and subsequently shapes their entry into private entrepreneurship in the post-1978 reform era. We find that family reading atmosphere at adolescence was more effective in mitigating the negative effect of the communist state ideology on the pre-Mao cohort's than the Mao cohort's post-1978 entrepreneurial entry. Our study shows that incongruent alternative values of individuals—once successfully imprinted—mitigate the effect of a dominant societal ideology, generating heterogeneous effects on organizational behavior. Implications for research on imprinting analysis, values and entrepreneurship, and entrepreneurship in post-communist societies are outlined.

[view paper \(if available\)](#)

Firms of Endearment: Organizational Imprinting in Business Ecosystems

Author: **Andrew Joseph Foley**; Cornell SC Johnson College of Business

Business ecosystems have been advanced as an analytical lens for studying multilateral arrangements of firms that span industries and in which the boundaries between competition and

Access to formal financial products like savings and checking accounts constitutes a hallmark feature of economic development. Across the globe, governments and other organizations promote 'financial inclusion' among lower-income citizens. Seeking to understand why individuals embrace or resist financial services, scholars focus on institutional, cultural, and material explanations, but pay less attention to organizations and small groups. In this study, we argue that such factors are crucial to understanding the development of financial preferences. We investigate a government-sponsored microsavings program in Colombia and find that participants became less interested in banking services over the course of the program, even as they gained access to appropriate accounts and their savings increased. Turning to qualitative data to understand this curious finding, we show that organizational efforts to disseminate abstract information about banking triggered a process of information 'elaboration' among group members, leading many to develop financial preferences at odds with those promoted by the government. This paper integrates insights from economic sociology, organizational theory, and microsociology to advance theories of financial preference. In doing so, it reveals how organizational efforts to compress information, followed by group efforts to personalize and expand upon it, can shape preferences and potentially undermine organizational goals.

[view paper \(if available\)](#)

Integration of Competing Logics Through Anchoring and Recontextualization

Author: **Kurt Norder**; U. of Delaware

Author: **Sudheer Gupta**; Simon Fraser U.

Author: **Jai Ganesh**; Mphasis NEXT Labs

Integration of organizational elements from competing institutional logic archetypes can provide tremendous value for society through the hybrid organization. Despite these potential benefits, most work on hybrid integration stops at inclusion of elements within the organization with subsequent isolation or leaves the relationships within and between organizational elements under-explored.

collaboration are unclear. A key construct in the ecosystem literature is the complementor. These are firms that, while not formally connected to a focal firm, provide services that are necessary for the focal firm's value to be realized by consumers. While the literature has emphasized the tensions faced by a focal firm as it attempts to align the efforts of its complementors to its value proposition, however, these studies have tended to take a static view of this phenomenon: they haven't considered how a focal firm's past decisions of which complementor firms to engage impact their ability to engage with successive complementors in the future. Moreover, the literature on ecosystems has viewed complementors as fungible. As a result, we still lack an understanding of how a focal firm's choices of complementors over time impact the evolution of an ecosystem. This paper contributes to the ecosystems literature by building theory that foregrounds the role of complementors in the development of business ecosystems and by responding to calls for an inter-temporal perspective on ecosystem evolution.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Within two social enterprises striving to attain social and financial objectives in the context of resource-poor solar energy markets, we show that integration within the hybrid organization is facilitated through anchoring on a logic archetype, empowerment of the non-anchor logic, and recontextualization of each of the non-anchor elements included.

Recontextualization within the anchored organizational configuration enabled using the non-anchor elements in ways that shifted from independent contentious trade-offs to supportive interdependent complements. The emergence and supporting evidence are given along with a discussion of theoretical and practical implications

[view paper \(if available\)](#)

Toward a Dynamic Perspective on Organizational Authenticity

Author: **Carlotta Benedetti**; Free U. of Bozen, Bozen

Author: **Emanuela Rondi**; Free U. Bozen, Bolzano

Author: **Josip Kotlar**; Politecnico di Milano School of Management

Author: **Alfredo De Massis**; Free U. Bozen, Bolzano and Lancaster U.

Prior research has investigated organizational authenticity by considering the underlying consistency between internal values and external expressions as persistent and static, thus neglecting its temporal dimension. In this study, we provide a richer consideration of the processual nature of organizational authenticity, through an empirical investigation of how it evolves over time. We do so by conducting an in-depth qualitative case study of Masi Agricola, a seventh-generation family-owned Italian wine producer. Our analysis revealed that, when facing episodes of authenticity struggle, the organization experienced a first phase of authenticity drifting, including those actions that underpinned the perception of inconsistency between values and practices and the organization displaying such discrepancy. This was critical to facilitate the organizational reaction, ensuing a new phase of authenticity grafting to establish new links of consistency. Our findings and theoretical insights advance the current understanding of the temporal dimension of organizational authenticity, challenging the prevailing view of a linear process of

authenticity restoration, and providing new insights on the dichotomy between consistency and inconsistency as an instrumental dynamic in connecting values with practices.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Institutional Change, Disruption, and Reproduction (session 1123)

Collective Rage, Power, and Institutions: Examining Institutional Disruption, Defense, and Reaction

Author: **Bryant A. Hudson**; IÉSEG School of Management

Author: **Lee Charles Jarvis**; U. of Queensland

Author: **Elizabeth Goodrick**; Florida Atlantic U.

Abstract: In this paper we explore the role of the collective emotion rage in institutional disruption and change. While rage is considered a form of anger, the unique and intense experience of collective rage and potential for disruption deserves focused attention. We argue that rage can be experienced collectively as well as can be collectively suppressed or can be expressed in a number of ways. When such collective rage is expressed, various forms of collective institutional disruption may occur. We also argue that institutional guardians are likely to resist that disruption and engage in defensive and reactionary behaviors to defend existing institutional structures.

[view paper \(if available\)](#)

Reproduction by Decoupled Innovation

Author: **Joaquin Cestino**; joaquin.cestino@ju.se

This paper analyzes how new ideas imported to an institutional field in crisis as solutions to efficiency

OMT

Maintaining their Worth: Professionals Under Threat (session 1124)

Lonely at the Top? CEO Sensemaking in the Boardroom

Author: **Andromachi Athanasopoulou**; Queen Mary U. of London

Author: **Michael Smets**; U. of Oxford

Author: **David Risi**; U. of St. Gallen

Author: **Tim J Morris**; U. of Oxford

Amidst the uncertainty and ambiguity characterizing CEO's role, issues or events that are "novel, ambiguous, confusing, or in some other way violate expectations" (Maitlis & Christianson, 2014: 57) mobilize CEOs to seek information and to challenge their - and others' - understanding. Drawing on in-depth qualitative interviews with 146 global CEOs, we conduct a micro-level analysis of how CEOs seek, process and make sense of information via their interactions with the TMT and others as part of their decision-making process. We explore the interchangeable and power-charged process of sensedemanding and sensemaking through which meaning-making and eventually decision-making occur. The process involves CEOs (nominally) conceding some of their power and voice to others, before retaining them prior to making a decision. CEOs invite dissension and hence, also invite multivocality (and as a result also equivocality) from their environment and seek to test or validate sensemaking and crystalize it into decisions. Our findings unpack the micro-dynamics of CEO decision-making drawing on the CEO-TMT interface,

demands can sustain organizational conformity. Studying the exemplary case of a highly acclaimed innovation project in a leading legacy newspaper, my findings suggest that, even in conditions of decreasing organizational efficiency and apparent institutional failure, the transposition of new ideas can reproduce existing institutional arrangements. The process model I propose explains how this happens in a process of empty translation that removes diverging meaning from imported ideas, decoupling the transposed policy from actual practice. The suggested theoretical model provides insights to translation and decoupling micro-level dynamics and their effect on isomorphism.

[view paper \(if available\)](#)

Imprinting Risky Behavior: The Institutional Origins of Bank CEO Risk-Taking

Author: **Jiwook Jung**; U. of Illinois at Urbana-Champaign

Author: **Kim Pernell**; U. of Toronto

Author: **Taekjin Shin**; San Diego State U.

Commercial banks in the United States have taken on more risk since the 1980s, in line with a shift in the dominant business model in the field, from one emphasizing financial stability to one promoting greater risk-taking to maximize shareholder value. But why did certain banks embrace risky strategies more actively than others? Combining insights from the upper echelons perspective and imprinting theory, we argue that bank CEOs who absorbed the principles of shareholder value maximization through MBA education and started their banking career in the post-deregulation era pursued risk-taking more aggressively than other CEOs. We test this argument using data on 194 large commercial banks from 1993 to 2015. Our analysis shows that CEOs with an MBA who entered banking after the mid-1980s were heavier users of brokered deposits—a riskier funding source that contributed to bank instability during the 2007-2009 credit crisis. They also contributed to the use of brokered deposits indirectly by promoting shareholder-value prescriptions known to boost incentives for managerial risk-taking. By highlighting the role that organizational decision-makers—and their institutionally-embedded cognitive orientations—

managerial cognition and decision-making literatures.

[view paper \(if available\)](#)

Making Sense of Catastrophic Accidents: A Theodicy-Based Framework

Author: **Thomas John Fewer**; PhD Candidate, Drexel U.

Author: **Dali Ma**; Drexel U.

Catastrophic accidents can considerably threaten organizational members' identification with their organization, and consequently cause their psychological distress. However, no studies have examined the strategies that organizational members use to make sense of such accidents and restore their psychological wellbeing. This paper draws on Weber's theodicy concept, which reconciles the conflict between sacred and profane, to examine how organizational members sensemaking strategies. We combine an interpretive analysis of accounts by NASA employees following three fatal organizational accidents with a goal of creating a generalizable sensemaking framework, illustrating the utility of Weber's theodicy concept to our understanding of how organizational members make sense of accidents. Our analysis reveals extensive use of theodicy logics to explain these accidents.

[view paper \(if available\)](#)

Narrating Value: How Peripheral Functions Prove Their Worth to Organizations

Author: **James Mellody**; MIT Sloan School of Management

Dominant narratives of value within organizations have labeled a group of organizational functions as "staff," "back-office," or "peripheral." A common thread uniting these functions is a focus on compliance. These peripheral compliance functions, commonly viewed as indirect contributors to value or even adversaries to value, often struggle with a lack of authority or an inability to transform authority into influence. In this paper, I utilize an

play in driving the uptake of risky strategies, our study contributes to the literatures on corporate risk-taking and institutional change.

[view paper \(if available\)](#)

Everything Must Change so that Everything Can Stay the Same: Open Access in UK Academic Publishing

Author: **Sara Marquez**; De Montfort U.

Author: **Santi Furnari**; Cass Business School, City U. London

Author: **Anders Dahl Krabbe**; Stanford U.

In this paper, we explore the question of how incumbents can respond to disruptive, existential threats in a way that reinforces their privileged position within a field. We draw on the case of the transition towards open access in the field of academic publishing in the UK. The findings of this study reveal that in spite of the change - from academic production and distribution as 'closed access' to 'open access' - incumbents respond to the threat of disruption by using socio symbolic strategies. Strategies that incumbents utilized to first influence the institutional pressures they faced and secondly to implement open access practices of distribution in a way that enhanced rather than disrupted their ability to capture value. Therefore, the threat of disruption ends up being an opportunity for the incumbents. Our findings contribute to current theories on organizational theorizing. By identifying the strategies that incumbents used to manage the transition to open access by showing how incumbents not only can maintain their privileged position, but even reinforce it when confronting disruptive institutional pressures, we contribute to conversations of institutional maintenance. We also contribute to theories on technology and institutions: we find that technological discontinuities trigger institutional change as they open up a plethora of potential paths of institutional change which opens up a discursive power struggle amongst field participants in driving the path most aligned with their interests.

[view paper \(if available\)](#)

ethnographic study of peripheral Environmental Health and Safety professionals to show how these professionals constructed and enacted their own narratives to push back against dominant narratives of value. First, these functions minimized the disruptions caused by compliance, reversing negative perceptions of these functions as overseers or regulatory police, promoting instead a client service relationship. Second, these functions moved beyond compliance to highlight the important issues underlying regulations. These issues directly connected to how the organization generated value. In this way, these peripheral professionals established themselves as collaborators in core work, showing that their work was part of core work, not peripheral to it. This narrative approach to displaying value addresses the issues driving the divide between peripheral and core functions, thereby providing a more general strategy and platform for peripheral functions to address the challenges they face in organizations. This approach also enables organizations to better recognize and capture the value offered by peripheral functions.

[view paper \(if available\)](#)

Maintaining a Mandate of Meaningfulness: The Occupation of Career Advisers in Business Schools

Author: **Curtis Kwinyen Chan**; Boston College

Author: **Luke Hedden**; Boston College

Every occupation requires an occupational mandate to uphold its legitimacy. The mandates literature focuses on nascent occupations constructing mandates through the enactment of occupational values. However, even for mature occupations, mandates require maintenance, and this maintenance might be challenged when the occupation exists in an organization whose values misalign with occupational values. We examine career advisers in undergraduate business schools, a mature occupation whose values around helping students achieve purpose and fit in careers misalign with organizational values held among business school students around wealth or prestige and conformity. We conduct an ethnography of career advisers at an undergraduate business school, combined with an interview study of such advisers throughout the U.S. We find that advisers maintain

Asynchronous

PAPER SESSION

ASYNCHRONOUS

their mandate through several practices, differentiated by interactional setting and audience. In one-on-one advising sessions, career advisers discerned the alignment between the student's ambitions and advisers' values. Advisers enacted value-moderating practices when they perceived student misalignment with advisers' values, and they engaged in value-magnifying practices when they perceived alignment or openness. In group settings where assessing value congruence was infeasible, advisers engaged in value-masking practices, where they obfuscated values that could conflict with values of students, students' parents, or business school administrators. Overall, this study shows how members of a mature occupation—whose values misalign with organizational values—actively maintain their mandate by discerning between audiences and occasionally concealing rather than revealing their values.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Social Networks: Embeddedness and Brokerage Perspectives (session 1121)

Organizational Redesign, Knowledge Transfer, and the Formation of New Boundary-Spanning Ties

Author: Luca Giorgio; U. Cattolica del Sacro Cuore

Author: Daniele Mascia; Luiss Guido Carli U.

Author: Francesca Pallotti; Greenwich U.

In this study we examine the interplay between change in formal structure and informal social networks within organizations. Drawing on social capital and social exchange theories, we derive hypotheses about how interaction between cohesion and diversity in personal advice networks that organizational participants maintain before an organizational redesign affects their propensity to form boundary-spanning ties after it. We test our hypotheses using new data that we have collected within a large healthcare organization that has recently experienced a major organizational

OMT

Trust Violation, Strategy, and Process (session 1125)

Truly Trustworthy or Simply Strategic? An Examination of Strategic Generosity in the Trust Game

Author: David Kingsley; U. of Massachusetts Lowell

Author: Michael P. Ciuchta; U. of Massachusetts, Lowell

The importance of trust and reciprocity in facilitating mutually beneficial exchange has long been recognized. However, research suggests that the development of trust and reciprocity may be challenging if the actions are considered to be strategically rather than intrinsically motivated. This paper investigates whether initial acts of generosity impact the emergence of trust and reciprocity across strategic and non-strategic settings. Results suggest that when generosity can be perceived as being strategic it induces less trust. As a result, our research suggests that strategic considerations can

redesign and change. The results indicate that both cohesion and diversity of personal advice networks significantly affect the propensity of organizational participants to access knowledge across boundaries after a change in internal organizational structures and processes. In line with our hypotheses, the results also suggest that cohesion and diversity have opposite effects on the propensity of organizational participants to access knowledge across boundaries after the change depending on their dominant network role (sender or recipient) in the network of informal advice relations before the change. We discuss the implications of these findings for research on organizational change, knowledge transfer, and intra-organizational networks.

[view paper \(if available\)](#)

Your Secrets are Safe with Me? Audience Response to the Exit of Partners with Brokerage Advantage

Author: **Lakshmi Ganesh Yermal**; Amrita School of Business, Amrita Vishwa Vidyapeetham

Author: **Rajiv Krishnan Kozhikode**; Simon Fraser U.

Author: **Balasubramanian Palanisamy**; Amrita School of Business

The choice of a firm's exchange partner is an important decision that affects the quality of resources a firm gets. These partners generate social capital by acting as conduits of information flow between a firm and the market. The position where these exchange partners are situated within the organizational network enables access to valuable proprietary information about firms. Hence, the exit of such an exchange partner holding information advantage is expected to invoke a response from the market participants. We tested this by exploiting a unique natural experiment in India where the government made it mandatory for firms to change their auditors at least once every 10 years. We observe a positive response when firms lose an exchange partner holding diverse network positions. However, the response to losing the same is negative when firms associated with the partner are tainted with earnings management or corporate illegality. It is observed that the market is keen to let go of exchange partners with an informational advantage. However, if an exchange partner with information advantage is exiting a tainted entity

have a detrimental effect on welfare: earnings within equivalent trust games are lower in the strategic than in the non-strategic condition. Importantly, the observed generosity does not appear to have been strategic. Rather, it appears that simply the perception of strategic motivation is enough to reduce subsequent trust. On the other hand, we also observe that those subjects who acted more selfishly display significantly more reciprocity in the non-strategic relative to the strategic setting. This behavior appears consistent with moral balancing.

[view paper \(if available\)](#)

The Evolutionary Paths of Competence and Integrity Trust Violation Processes

Author: **Hung-Jui Wu**; Tilburg U.

Author: **Niels G. Noorderhaven**; Tilburg U.

Author: **Jens Roehrich**; U. of Bath

Author: **Brian Squire**; U. of Bath

We explore trust violation as a diagnostic process. Based on the in- depth analysis of four cases, we present trust violation diagnosis as a path-dependent process in which the initial labeling of a transgression (competence-based or integrity-based) has an important bearing on the process. Understanding this process forms the basis for suggestions of how early interventions could prevent the breakdown of trust.

[view paper \(if available\)](#)

Trust Can Blind and Distrust Can Aid: Watchful Blindness Under Interpartner Uncertainty

Author: **Angelos Kostis**; Umeå School of Business, Economics, and Statistics

Author: **Maria Elisabeth Bengtsson**; Umea U.

Author: **Malin Näsholm**; Umea U.

Although studies on trust as an organizing principle have advanced our understanding of organizing in the context of interdependency and uncertainty, research has not yet explored the distinct roles of trust and distrust, and how they simultaneously, and synergistically affect interorganizational interactions under interpartner uncertainty. We enrich the

then the market reacts negatively due to possible fear of unearthing potentially harmful information about the firm in future.

[view paper \(if available\)](#)

With Frenemies Like These: Social Networks Ties and Interpersonal Citizenship Behaviors

Author: **Kristie Joy Neff Moergen**; U. of Arkansas

Author: **Jonathan Johnson**; U. of Arkansas

This study examines the relationship between the type of social network tie shared between two individuals—positive, negative, or ambivalent multiplex (both positive and negative tie components)—and the performance of interpersonal citizenship behavior (ICB), a form of individually-targeted organizational citizenship behavior. Drawing from ego depletion theory, social exchange theory, and the social functions of emotions perspective, we argue that dyadic relational qualities influence the individual's decision to perform ICBs. Further, based on social categorization theory and social information processing theory, we posit that the number of positive alters a dyad shares increases the probability of ICB. We test the theoretical model in a study including 48 employees of a supplier organization for large retailers and food service companies using exponential random graph models (ERGMs). Results offer support for the hypothesized relationships, and the practical implications, as well as future research questions, are addressed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

theorizing based on a case study of the Swedish robotics and automation ecosystem where interpartner uncertainty—due to complex interdependencies, frequent cooperative interactions, and temporal alignment of actors in multiple projects—is a key organizing challenge. We identify distinct orienting and enabling mechanisms of trust and distrust respectively, which both individually and synergistically support firms in maintaining fruitful interactions in the face of uncertainty. Furthermore, we integrate the mechanisms of trust and distrust into a model explaining how trust and distrust as organizing principles interact to give rise to watchful blindness.

[view paper \(if available\)](#)

Beyond Vision Clarity: It Takes Trust to Listen to the Team

Author: **Ipek Kocoglu**; Kean U.

Author: **Gary S. Lynn**; Stevens Institute of Technology

Author: **Zvi Aronson**; Stevens Institute of Technology

Author: **Peter G Dominick**; Stevens Institute of Technology

Author: **Pamela Burke**; Stevens Institute of Technology

At the heart of effective team communication there lies the clarity of team vision. It allows team members to listen with the expectation to move the team forward towards its goal. However, the mechanisms through which vision clarity translates into team listening are largely uncharted. In this study we developed a model that investigates the role of team trust and commitment in the relationship between team vision clarity and team action listening. Using the data collected from 474 members of 100 teams throughout a five-year quantitative study we show that the clarity of team vision is not enough in establishing effective team listening. It requires team members to have relational bonds such as trust to be receptive to the clarity of the team vision and demonstrate that they actually listen to what is being discussed in the team. We argue that this is because team listening extends beyond commonly researched practices of active listening, transcending the traditional verbal and non-verbal feedback. It relies on the actions

ONE

Competitive Advantage and Environmental Strategy (session 1128)

Untangling the Relationship Between Corporate Environmental Performance and Financial Performance

Author: **Yuanyuan Zhang**; U. of Science and Technology of China

Author: **Zhe Ouyang**; Nanjing U. of Finance and Economics

The inconclusive quest on the relationship between corporate environmental performance (CEP) and financial performance (CFP) necessitates this research. We apply fixed-effects analysis on a longitudinal dataset of 8364 firm-year observations from 1455 individual firms. The results suggest that the effect of CEP on CFP is positive at first to a certain level of CEP then becomes negative which indicating an inverse U-shaped CEP-CFP link. Also, the environmental uncertainty in terms of dynamism, munificence, and complexity strengthens the positive (negative) effect of CEP on CFP at the left (right) side of the inverse U-shaped curve. Our findings reconcile the long-standing debate on the CEP-CFP link and provide a comprehensive representation for CEP-CFP relationship by demonstrating the double-edged contingent role of environmental uncertainty.

[view paper \(if available\)](#)

taken as responses to team discussions that demonstrate to the team members that they are being listened. In trusting teams team members demonstrate that they listen to one another by taking action – team action listening.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ONE

Sustainability Strategies and Reporting (session 1127)

The Discourse of Risk and Materiality in Sustainability Reporting

Author: **Wendy Stubbs**; Monash U.

Author: **Colin Patrick Higgins**; Deakin U.

This paper explores the extent to which risk and materiality are integrated in organisations and their reports. Risk and materiality are key concepts underpinning sustainability reporting and integrated reporting. They share similar objectives – to identify material issues that affect an organisation's ability to create value – yet they appear to exist in parallel in many organisations. The ongoing attempt to identify material issues and risks leads to multiple discourses about what are the most important issues to deal with, which can adversely affect an organisation's value-creation outcome. From interviews with board members, risk managers and sustainability managers, we found that there is an ongoing discursive struggle between the sustainability managers, who primarily engage in a stakeholder discourse in their attempt to give meaning to the concept of materiality, and the Board and risk managers who interpret materiality through a risk and financial lens. It is clear that the sustainability managers have not built support for their concept of materiality, as it does not resonate with other actors, particularly the Board members who have more power and legitimacy than the sustainability managers. The sustainability managers have failed to convey their meaning of materiality and their discursive practices have not taken hold within the organisations. In this context,

The Trappings of Collective Reputation: The Challenge to Capture the Rewards when Belonging to a Bad

Author: **Seonghoon Kim**; U. of California, Santa Barbara

Author: **Ann Terlaak**; U. of Wisconsin, Madison

Author: **Matthew Potoski**; U. of California, Santa Barbara

Capital markets value better firm environmental performance in part because investors use a firm's environmental performance to infer about other desirable but difficult-to-observe firm attributes such as the firm's trustworthiness. Building on this notion, we theorize that the market discounts the reward for improved environmental performance when the firm belongs to an organizational form that has a collective reputation of being unethical. This is because affiliation with a poorly reputed group calls into question the existence of underlying valued firm attributes, leading to downward adjustments in the reward that is otherwise granted. We argue that additional firm-level signals that further (mis)align the individual firm with its organizational form further affect this discount. Using longitudinal data on South Korean firms, we find that for business group firms—an organizational form widely seen as corrupt—the market reward for improved environmental performance is smaller than for non-business group firms. Additional signals that further reinforce a company's belonging to the business group community reduce the reward even more, whereas signals that distance the company from this poorly reputed community do not have symmetrical positive effects on rewards. These findings contribute, one, by elaborating how markets consider a firm's environmental performance to be indicative of more than just its environmental footprint, and, two, by illuminating just how deep the trappings of collective reputation can be.

view paper (if available)

A Meta-Analysis of Country Context Effects on the Link Between Green Products and Firm Performance

Author: **Jisun Kim**; U. of Mississippi

Author: **Hyun-Soo Woo**; U. of Mississippi

the Board warrants voice. In opening the “black box” of materiality, we found that in reality it is interpreted through a risk discourse.

view paper (if available)

Hybrid Legitimation Strategies for Managing the Same Legitimacy Gap in the Coffee Industry

Author: **Josh Morton**; U. of Leeds

Organizations in controversial industries face growing institutional pressures that challenge their organizational legitimacy. They typically respond to these pressures through implementing legitimation strategies to gain, maintain, or repair legitimacy. A developing challenge to legitimacy in the coffee industry is the issue of using non-reusable and -recyclable materials, particularly as stakeholders are becoming more aware of plastic wastage that results from distribution of single-use cups. This legitimacy challenge in the coffee industry has been observed within this study, by investigating how organizations in the industry are managing their legitimacy in response to societal concerns relating to their contribution on waste and pollution. To address this a qualitative study was conducted, through empirical work with both independent coffee vendors in the United Kingdom (UK) and large-multinational coffee chains. The findings indicate a hybridization of different legitimation strategies used in response to the issues relating to disposable coffee cup use. The findings contribute to existing legitimacy literature by highlighting a potential hybridization of different legitimation strategies, in this case contributing to our understanding of the legitimacy management of both independent businesses and larger corporates in response to the same legitimacy gap.

view paper (if available)

Environmental Opportunities, Risks, and Analyst Recommendations: Evidence from Twitter Accounts (WITHDRAWN)

Author: **Eun-Hee Kim**; Fordham U.

Author: **Yoo Na Youm**; Loyola U. Chicago

Author: **Rachel McCullagh Balven**; Arizona State U.
Author: **Glenn Hoetker**; Melbourne Business School,
U. of Melbourne

Green products refer to products that use less polluting materials, emit less pollution during usage, and are more recyclable upon disposal. Although green product strategy has gained attention from both scholars and business practitioners as a source of competitive advantage and environmental sustainability in recent years, empirical evidence for the relationship between green products and financial performance remains inconsistent. Drawing on the Natural Resource Based View (NRBV) and Resource Based View (RBV), we explore crucial contextual contingencies that can help resolve this inconsistency. In particular, we examine three country-level contingencies: i.e., the impact of regulatory, economic and political conditions of a country in which rarity and imitability of green product resources and capabilities may vary. Our meta-analysis of 18 studies published over 40-year period reveals the importance of considering country-level differences for the green products-financial performance link. Our results indicate that green products positively relate to financial performance only in countries with lax environmental regulation (vs. stringent environmental regulation), developing economy (vs. developed economy), and authoritarian regime (vs. democracy).

[view paper \(if available\)](#)

Unpacking the Dynamics of Climate Change Strategizing

Author: **Kirti Mishra**; Indian Institute of Management, Udaipur

Human-induced climate change is one of the most daunting grand challenges of the 21st century. Due to its impacts of organizations, it is considered a key strategic issue for organizations. Current scholarship on organizational climate change strategizing is at a descriptive level and has overlooked how climate change strategizing is carried out, who is involved in the strategy work and what resources are used for carrying out this work. Drawing on an embedded study of an Australian energy company's climate

We examine whether securities analysts differently view corporate environmental initiatives depending on whether they leverage environmental opportunities or address environmental risks. Building on stakeholder theory, specifically emerging work on the two-sidedness of firm-stakeholder relationships, we explore the question in the context of corporate Twitter accounts. By analyzing corporate environmental initiatives as mentioned in tweets and the validation they receive via retweets, we find that securities analysts favor environmental opportunity initiatives, while penalizing unnecessary investments to mitigate environmental risks. We further find that the results are amplified by analysts' priors.

[view paper \(if available\)](#)

Organizational Learning, Social Ties, and Environmental Strategies: A Resource Dependence Perspective

Author: **Adnan Ali**; Xi'an Jiaotong U.

Author: **Afzaal Ali**; International Islamic U., Islamabad, Pakistan

Author: **Muhammad Muneeb Farhan**; Xi'an Jiaotong U.

Anchored to resource dependence theory, our study focuses on organizational learning (both exploitative and explorative) and social ties (both political and business) and investigates how they independently and interactively affect the adoption of environmental strategies. Using a dataset of 272 Chinese firms, we find that firms that engage in exploitative learning tend to adopt mandatory rather than voluntary environmental strategies, whereas firms with explorative learning are more likely to adopt voluntary as opposed to mandatory environmental strategies. Furthermore, firms that involve in exploitative learning benefit to a greater extent from political ties than from business ties as a means of adopting mandatory environmental strategies, whereas firms that engage in explorative learning benefit to a greater extent from business ties than from political ties to adopt voluntary environmental strategies. Overall, our study offers novel insights into the environmental management literature by clarifying the underlying mechanisms through which firms adopt distinct environmental

change responses this paper examines climate change strategizing by adopting a strategy as practice perspective. By presenting a repertoire of activities enacted during climate change strategizing this paper presents a dynamic and embedded view of organizational climate change responses.

[view paper \(if available\)](#)

Resource Orchestration Chains in Corporate Sustainability: The Case of Swiss Retail

Author: **Johannes Meuer**; ETH Zurich

Author: **Julija Belec Gergek**; ETH Zurich

Author: **Bastien Girod**; ETH Zurich

How firms can effectively address grand challenges in sustainability such as poverty, climate change, and plastic pollution, has become a key issue of our times. Recent research has shown that sustainable firms differ significantly in their organizational structure and respective resource base from non sustainable firms, suggesting important differences in how firms allocate resources when engaging in sustainability practices. It is unclear, however, how various sustainability practices impact firms' resource allocation decisions, and how these decisions impact the competitiveness of firms over time. Drawing on a rich archival dataset from the Swiss retail industry between 2001 and 2019, we explore specific sequences of resource allocation decisions. We contribute empirically to corporate sustainability literature by identifying five successful resource orchestration chains: simple, dynamic, transformational, transactional, and systemic. Further, we combine a process approach with orchestration theory to suggest that resource orchestration chains are manifested differently among firms. In addition, our findings conceptually contribute to resource orchestration theory by advancing the idea of resource orchestration chains.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OSCM

strategies.

[view paper \(if available\)](#)

What are the Returns of Sustainability Reporting? An Empirical Investigation in US Manufacturers

Author: **Mingze Xu**; Hong Kong Polytechnic U.

Author: **Christina Wong**; Hong Kong Polytechnic U.

Author: **Chee Yew Wong**; Leeds U. Business School

Author: **Sakun Boon-itt**; Thammasat U.

This paper examines the long-run effects of sustainability reporting on manufacturing firms' productivity based on a signaling perspective. Using data collected from Global Reporting Initiative (GRI), Factiva and Compustat, this study investigates the performance impacts and moderating effects of sustainability reporting for 243 US manufacturing firms in the period of 1999-2016. Through conducting event studies, our findings reveal that sustainability reporting leads to not only positive abnormal return on assets (ROA) but also labor productivity (LP). Our results suggest three moderators including sustainability-related media exposure, reporting continuity and first-time reporting. This study provides insights into implementing sustainability reporting as an effective sustainability information disclosure strategy for manufacturers.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OSCM

Supply Networks (session 1130)

To See from Where You Stand: Supply Chain Network Positions and Merger and Acquisition Likelihood

Author: **Wenjin Hu**; Zhejiang U.

Author: **Yongyi Shou**; Zhejiang U.

Author: **Yan Dong**; Darla Moore School of Business, U. of South Carolina

Drawing on the proverb that says “where you stand determines what you see and how you do”, this study examines the effect of a firm’s supply chain network position on its M&As decisions and further examines the moderating effects of financial slack and innovational slack on the relationship between a firm’s supply chain network centrality and its M&As likelihood. Secondary data from different sources spanning from 2010 to 2017 are collected and analyzed to test our hypotheses. We find that there is U-shaped relationship between a firm’s supply chain network betweenness centrality and its M&As likelihood. Moreover, we also find significant evidence that the financial slack and innovational slack of a firm will positively moderate the effect of a firm’s supply chain network position on its M&As likelihood. This study advances extant literature on the antecedents of M&As by identifying supply chain network as a critical antecedent of a firm’s M&As. In addition, this study extends organizational slacks and M&As literature by identifying financial slack and innovational slack as contingencies to a firm’s M&As decision, which is different from conventional literature on slacks and M&As.

view paper (if available)

The Opioid Overdose Epidemic and Indirect Contagion in Supply Networks

Author: **Paul Skilton**; Washington State U.

Author: **Ednilson Santos Bernardes**; West Virginia U.

This study develops and tests theory about social contagion processes in supply chains. In contrast to conventional social contagion theory, which is based on exposure through proximity and homophily, we argue that supply chain participants can be exposed indirectly to peers through shared suppliers. We

Sustainable Operations and Supply Chains (session 1129)

Resource Management in BOP contexts: Toward a Social Resource Orchestration Theory (SROT)

Author: **Eugenia Rosca**; Tilburg U.

Author: **Lydia Bals**; Mainz U. of Applied Sciences

Author: **Wendy Tate**; U. of Tennessee

Author: **Feigao Huang**; U. of Tennessee, Knoxville

Research in global supply chains increasingly covers the highly resource constrained, poverty-stricken, bottom of the pyramid (BOP) context as a potential market for revenue growth opportunities. Still, how firms can design and manage material and support flows across the global supply chain to overcome the constrained resources and enable social, environmental and economic value creation for stakeholders, remains a challenge. Qualitative data was collected via expert interviews and field visits with representatives of key stakeholders serving the BOP. Preliminary findings imply that companies need to dynamically engage and manage capabilities both internally and externally in order to be successful in BOP contexts. This research identifies intermediaries as a key stakeholder group who either engage in physical material flows or support flows. These intermediaries show specific stakeholder management and context shaping capabilities that focal firms can leverage in the BOP context. The emergent integrated framework suggests a move toward a social resource orchestration theory (SROT).

view paper (if available)

Wellbeing and Productivity in the Business Enterprise Sector: The Curse of SMEs

Author: **Alexander Kharlamov**; Aston Business School

Author: **Soumyadeb Chowdhury**; Lecturer in ICT Aston Business School

Author: **Prasanta Dey**; Aston U.

Author: **Oscar Rodriguez-Espindola**; Aston Business School

Author: **Peter Ball**; professor

This paper considers the link between productivity

further argue that some suppliers are better positioned to reduce the uncertainty associated with adopting new practice because they have experience on the supply side of the practice. This takes on a social contagion aspect when we theorize that the number of indirect ties to peers who engage in a practice drives both increase behavior and adoption of extreme practice. Using data on the opioid supply chain we find support for our theory while controlling for alternative explanations like contagion from nearby peers and location in susceptible markets. Using generalized linear mixed models we show that ties to experienced suppliers and indirect ties to peers engaged in extreme opioid retailing are associated with increased retailer purchases and achievement of extreme retailer status.

view paper (if available)

A Meta-Analysis of Supply Chain Complexity and Firm Performance

Author: **Melek Akin Ates**; Sabanci U.

Author: **Robert Suurmond**; Maastricht U., School of Business & Economics

Author: **Davide Luzzini**; EADA Business School

Author: **Dan Krause**; Portland State U.

Increased globalization, pressure to meet varying customer needs and requirements, extended product lines, uncertainty in supplier deliveries and a myriad of related factors make supply chains utterly complex. Extant literature shows that Supply Chain Complexity (SCC) plays an important role in explaining several performance outcomes. However, the accumulating evidence is ambiguous. To better understand SCC and its consequences under specific boundary conditions, we conducted a meta-analytical synthesis of the extant literature. Meta-analytic results from 23,810 observations across 85 independent samples from 103 empirical studies indicated that rather than an aggregate analysis of SCC's effect on performance, a finer-grained analysis of the relationships between sub-components of both SCC and performance is required. While the majority of previous studies seem to advocate that complexity in supply chains is detrimental to firm performance, our results demonstrate that SCC only has a negative effect on operational performance,

and well-being in the context of SMEs. We formulate the Business-Wellbeing-Productivity framework, which connects business size and organizational structure with well being parameter, which, in turn, is correlated with productivity. Using country-level dataset of the OECD countries, we show that prevalence of SMEs in a country's business sector is associated with the decrease in productivity of this country through the SMEs' negative impact on the workforce well being. Implications of this result for theory and practice are discussed.

view paper (if available)

Unpacking Base-of-the-Pyramid Sourcing Process: Moving Beyond Institutional Factors

Author: **Maryam Zomorodi**; U. of Melbourne

Author: **Sajad Fayezi**; La Trobe U.

Studies on supply chain and sustainability suggest that sourcing from BoP markets and involving the poor in the value chain can improve sustainability performance and contribute to alleviating global poverty. Nevertheless, BoP sourcing also gives rise to a multitude of new issues that must be addressed and managed effectively. While the literature is more concerned about the challenges faced by firms selling to the BoP (BoP 1 approach), much less is known regarding the challenges when sourcing from the BoP (BoP 2 approach). Moreover, the great focus of the BoP literature has concentrated on institutional factors as the main drivers of these challenges regardless of the type of BoP business. Based on the findings from within and cross-case analysis of five case-studies in the agribusiness sector and an integration of agency theory, our study explores and unpacks the challenges and drivers related to sourcing from the poor. We categorise BoP sourcing challenges in terms of supplier-, product- and market-related challenges, and characterise the manifestation of these challenges in the form of macro- and micro-contextual drivers (institutional voids and agency problems, respectively) and the relationship between these drivers. Keywords: base-of-the-pyramid (BoP); purchasing and supply management; BoP sourcing; institutional voids; Agency

view paper (if available)

but an overall positive effect on innovation performance and financial performance. We further decompose SCC into sub-dimensions (i.e. upstream/downstream/internal) illustrating how exactly complexity in the supply chain of a firm affects its performance across a range of relevant outcomes. Our findings also reveal moderating effects of construct operationalization and study characteristics. We discuss the implications of the findings for theory and practice.

view paper (if available)

Inter-Dependence and Network Position as Predictors of Supplier Disclosure

Author: **William Diebel**; Ivey Business School
Author: **Jury Gualandris**; Ivey Business School
Author: **Robert D Klassen**; U. of Western Ontario

As corporate customers (buyers) are facing increasing pressure to disclose environmental data, stakeholders are increasingly extending their expectations for transparency to the entire supply chain. Though the outcomes of disclosure have been reasonably well-documented by scholars, such as improved reputation and financial performance, the antecedents of disclosure output have received relatively little attention. To develop a richer understanding of the drivers of disclosure, we investigate how four supply chain related constructs (power asymmetry, joint dependence, betweenness centrality, and closeness centrality), in conjunction with buyer disclosure practices, are related to those of first-tier suppliers. We provide evidence that suggests a complex relationship exists between relational inter-dependencies, network position, and disclosure; suppliers will be more likely to mimic the disclosure behaviour of exemplary buyers when inter-dependency is high and less likely to do so when supplier centrality is high. At the same time, competing informational needs counterbalance the effects of mimetic behaviour. These findings provoke a need for more supply chain studies to better understand how inter-dependencies may inhibit widespread disclosure and identify how suppliers identify buyers to model their behaviour after.

The Institutional Isomorphism of Environmental Sustainability in Developing Economies - Ecosystem

Author: **Narain Gupta**; Management Development Institute, Gurgaon

Author: **Amit Kumar Gupta**; management development institute Gurgaon

Coercive pressure has forced the firms to take up environmental measures in the last two decades in emerging economies. Under normative pressure, large firms, whose focus is far more than mere survival, have started appreciating and realizing the long-run benefits of environmental sustainability. Purpose: In a little mature emerging economy, such as India, where environmental awareness is growing. The government facilitates to build an environmental sustainability ecosystem. We investigate how do environmental compliance and environmental practices influence the overall performance? Design/Methodology/Approach: The firm performance was measured in terms of financial, customer, internal business process, and learning and growth performance. A survey instrument was designed using well-established scales and administered to the middle to top corporate management executives to gather 240 data from the Indian firms. A rigorous validity, diagnostics, and SEM were used to test the hypotheses. Findings: The full mediation of environmental practices on the effect of environmental compliance was supported besides the direct impact of environmental sustainability and its dimensions on performance. The results of this study established the institutional isomorphism of the industry ecosystem in developing countries for environmental sustainability. The results have academic and managerial implications discussed in detail. Originality/Value: The examination of mediation relationships in an environmental sustainability context is limited. This paper is among the initial works which deal with complicated mediation relationship drawn from the propositions of institutional theory. The study established and argued that the ecosystem of environmental practices would turn firms towards improved environmental compliance, and eventually enjoy long term performance. Keywords: Environmental

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

sustainability, environmental compliance, environmental practices, firm performance, institutional theory

[view paper \(if available\)](#)

Workers' Participation in Social Sustainability Initiatives in Global Supply Chains

Author: **Ahmad Hassan**; MGMT, BSS, Aarhus U.

In the context of globally dispersed production facilities, research has highlighted workers' involvement as an important determinant of effective social sustainability initiatives in global supply chains. However, prior research offers limited insights into how social sustainability initiatives enable workers to participate in these initiatives. To address this gap, this article builds on self-determination theory and a rich empirical study of the Better Cotton Initiative in Pakistan. The article argues that workers' willingness to get involved in social sustainability initiatives depends on how they can realize autonomy, competence, relatedness, and dignity. In addition, the article finds four challenges that social sustainability initiatives encounter when trying to enable workers' participation, namely no freedom of association, poor health and safety, overworked women workers, and underprivileged working conditions. Through these findings, the article makes three contributions to research on social sustainability initiatives in global supply chains and applies a yet under-utilised theory in management, namely the self-determination theory.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

PNP

**Leadership in PNP Organizations
(session 1132)**

What is Public about Public Leadership? Exploring Implicit Public Leadership Theories

PNP

**Motivation and Engagement:
Volunteers (session 1131)**

Unpaid Work? Emotional Labor Assessments and Episodic Recall Bias in Public Engagement

Author: **Rick Vogel**; U. of Hamburg
Author: **Laura Werkmeister**; U. of Hamburg

While scholarship on public leadership has recently gained momentum in public administration, it is unclear whether, and if so how, researchers should account for the 'public' in public leadership. We shed new light on this issue by introducing the approach of Implicit Leadership Theories (ILTs) to the field of public administration. This socio-cognitive approach suggests that people's everyday (rather than scholarly) theories about the characteristics of leaders provide important explanations of how they respond to leadership situations. We ask if people hold Implicit Public Leadership Theories (IPLTs) and explore how these images of public leaders contrast with generic ILTs. We extract these taxonomies from data gathered in a survey experiment in Germany (n = 1,072). Results show that IPLTs have overlaps with generic ILTs but are unique in terms of rule-abiding and innovation-orientation. In contrast, charismatic aspects of leadership only figure in generic ILTs. The structure of ILTs – both generic and public – is surprisingly stable across the subsamples of public and non-public employees. We discuss how the findings may assist public management scholars in the development of explicit theories of public leadership and derive an agenda of how to proceed in a socio-cognitive approach.

[view paper \(if available\)](#)

Bringing Beneficiaries More Centrally into Nonprofit Education and Research

Author: **Lehn Marie Benjamin**; Indiana U. / Purdue U., Indianapolis

This paper makes the case for bringing beneficiaries more centrally into nonprofit research and education. First, the paper provides a historical overview of how scholars in three fields came to recognize beneficiaries as central organizational actors. Tracing these early observations, and the related concepts of coproduction, value cocreation and comembership, this paper considers why these ideas have not been more central to nonprofit education and research. Second, the offers three likely explanations based on a review of early discussions in the field of nonprofit management

Author: **William Resh**; U. of Southern California
Author: **Cynthia Wilkes**; U. of Southern California

We test individual-level job-related assessments as a function of a public employee's induced recall of discrete citizen engagement and one's intrinsic prosocial motivation. We are interested in whether tangible retentions of public service influence the relationship between stated, but abstract, self-concepts—such as reported prosociality. Little is known as to the impact of citizen consultation on local government employees or the outcomes that engagement might induce. We find that the relationship between self-reports of prosociality and pay satisfaction are contingent upon those concepts being decontextualized, whereas discrete recall bias appears not to affect emotional burnout. Meanwhile, when induced recall is positively valenced, it has a positive direct effect on subjects' willingness toward future citizen engagement. In other words, subjects seem to accept the emotional labor of engagement as part of their jobs. However, contextualizing engagement may make them more cognizant of its unremunerated dimensions; and, positive reinforcement of engagement provides encouragement to further engagement.

[view paper \(if available\)](#)

Giving Less or Leaving: Examining Disengagement among Long-Term Volunteers

Author: **Alexander Henderson**; Marist College
Author: **Jessica Elizabeth Sowa**; U. of Baltimore

Attention to volunteer satisfaction is crucial, especially for public and nonprofit organizations that rely on the use of regular volunteers who volunteer on an ongoing basis for a prolonged period of time. While scholars have examined what fosters volunteer satisfaction and volunteer engagement, less attention has been focused on what may lead volunteers to slowly disengage from their organizations—situations in which volunteers remain with an organization, but give less time, reduce their level of effort, or adopt perspectives consistent with departure but do not leave. Drawing on a survey of volunteer firefighters, we examine disengagement in terms of considering leaving the volunteer role and cutting back on volunteer time.

education. Third, the paper turns to current research about nonprofits and their beneficiaries published in three major nonprofit journals between 1998-2018 (Nonprofit and Voluntary Sector Quarterly, Nonprofit Management & Leadership and Voluntas) to show that although most researchers are not using these concepts directly, their detailed empirical findings provide evidence of the relevance of these ideas for nonprofits. The final section suggests next steps for bringing beneficiaries into nonprofit research and education.

[view paper \(if available\)](#)

Understanding Executive Director Turnover in the Debate of Corporatization and Professionalism

Author: **Ulf Papenfuß**; Zeppelin U.

Author: **Christian Arno Schmidt**; Zeppelin U.

Through corporatization processes, governments worldwide strive to enhance managerial professionalism and performance for public service provision. The turnover of executive directors (EDs) of public corporations reflects one of the most important governance mechanisms and is a major key variable for managerial professionalism, performance, and political control. Regarding demands in the literature, this article uses resource dependence theory (RDT) and human capital theory (HCT) and enhances the understanding on ED turnover with an analysis of the tenure of 447 EDs employed in 263 German public corporations between 2006 and 2016 using Cox regression. Linked to the debates on political interference in public corporations, we find that politicized EDs have a significant lower likelihood of turnover—demonstrating a functional effect in the conceptual debate on politicization as governance mechanism for personnel stability. Furthermore, internally hired EDs are less likely to exit their position. This is important for the conceptual debate and decision-makers because attracting highly qualified personnel from outside is time- and cost-consuming and is associated with a higher likelihood of turnover. We also shed light on the governance mechanism of “ED pay” and can show—contrary to the anecdotally stressed steady increase of ED pay—a strongly up- and downward fluctuating pay development which is not associated with turnover.

We find that organizational support, planning practices, and participation efficacy are negatively related to considering leaving one’s volunteer role. Contrary to expectations, volunteers with high public service motivation (PSM) are more likely to consider leaving their volunteer position. In terms of cutting back volunteer time, organizational support and the age of the volunteer are negatively related to cutting back on time. Contrary to expectations, volunteers who see themselves as giving more effort in their volunteering are less likely to cut back on time. Implications for theory and practice are explored.

[view paper \(if available\)](#)

A Moderated Mediation Model Linking perceived Organizational Support to Volunteer Outcomes

Author: **Charlotte Traeger**; ESCP Business School

Author: **Kerstin Alfes**; ESCP Business School

Author: **Nils Fürstenberg**; ESCP Business School

Volunteers play a crucial role in tackling grand challenges such as climate change, the refugee crisis, and inequalities. However, little is known about the organizational practices that can be implemented to influence volunteers’ involvement in their role. In the present study, we fill this gap by exploring how and when volunteers’ perception of organizational support is associated with volunteer engagement and intention to leave. Data from 1,542 volunteers of a German environmental nonprofit organization revealed that the relationship between perceived organizational support and the volunteer outcomes is mediated by organizational identification, and that the relationship between perceived organizational support and organizational identification is moderated by organizational vision acceptance. We extend existing research on volunteer management by using an identity-based perspective to highlight the identification mechanism underpinning the relationship between perceived organizational support and positive attitudinal responses in the volunteering context. These findings have practical implications for a professional management of volunteers, as NPOs should provide volunteers with support, as well as facilitate their understanding and approval of collective goals and aspirations.

Finally, we conceptually and empirically show that performance is a significant determinant for turnover in profit-making public corporations but not in loss-making corporations. This implies that future empirical research in the field of the corporatization of public services should differentiate between profit-making and loss-making public corporations. Overall the finding broadens our knowledge in the conceptual debate and could contribute to enhance corporatization, managerial professionalism, performance and political control.

[view paper \(if available\)](#)

Public Sector Reforms as Catalysts for Diffusion of Management Concepts

Author: **Sarah Krøtel**; Aarhus U.

Author: **Kasper Elmholdt**; Aalborg U.

Author: **Jeppe Agger Nielsen**; Aalborg U.

Within the last decades, there has been an increased interest in examining the diffusion of management concepts in the public sector. Yet, we know little about how the diffusion of management concepts are affected by public sector reforms. In this paper, we engage this puzzle by investigating the widespread diffusion of the Leadership Pipeline model across the Danish municipalities from 2010 to 2017, which took place in the aftermath of a major structural reform. Utilizing a strong mixed-methods design our findings show that amalgamated municipalities adopted the Leadership Pipeline model more frequently, and also sooner than then non amalgamated municipalities. In addition, we analyze how municipalities and consultancies adapted the concept to fit the reform demands and how the reform animated public sector employees in this endeavor. By implication, we argue that reforms are creating a market for management concepts and consultancy work. We conclude by discussing implications for research into public administration.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

How Volunteer Involvement Affects Professionals' Basic Needs Satisfaction and Intrinsic Motivation

Author: **Ulrich Jensen**; Arizona State U.

Author: **Alexander Nielsen**; Danish Government Central Administration

As governments around the world seek to increase the capacity of public organizations to deliver high-quality services to its citizenry, volunteers are increasingly seen as a critical resource. While volunteers can bring a number of positive resources to public organizations and help increase cost-efficiency, service quality and impact, research has largely overlooked how professionals respond to volunteer involvement. We contribute to the nascent literature on how volunteers are perceived by individuals with a professional identity by integrate insights from studies on coproduction and volunteering with the established social psychology theory of self-determination to propose how that characteristic of the tasks allocated to volunteers affect professionals' work motivation through the satisfaction of basic psychological needs for feeling autonomous, competent and related to others. Using structural equation modeling and an instrumental variables estimation approach, our results show that intrinsic motivation is negatively impacted when volunteers solve tasks that are core-in contrast to complementary-to the profession, and the identity of professionals. Moreover, these negative effects are transmitted through the needs for feeling competent and related to others, while results are more mixed for satisfaction of the basic need for feeling autonomous.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RM

Leading Strategies to Identify and Prevent Careless Responding During Online Surveys (session 1133)

In Search of Best Practices for Identification and Removal of Careless Responders

Richard Yentes; FMP Consulting
Adam W Meade; North Carolina State U.

Raiders of the Lost Data: Wrangling Missing Data Designs and Careless Responding

Natalie Vanelli; Clemson U.
Cynthia L. S. Pury; Clemson U.
Stephen Robertson; Human Resources Research Organization

Applying the Theory of Planned Behavior to Explain Careless Responding

Alyssa Marshall; Colorado State U.
Kurt Kraiger; U. of Memphis
James J. Kunz; Colorado State U.

Harnessing Work Design to Prevent Careless Responding and Improve Participant Engagement

M.K. Ward; Curtin U.
Jia-Xin Tay; Centre for Transformative Work Design / Curtin U.

Asynchronous

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

RM

SAP

OSCM

Templates in Qualitative Research Methods: Origins, Limitations, and New Directions (session 1134)

An Interpretive Alternative to the Gioia Template: Reconnecting with the Hermeneutic Tradition

Jacqueline Mees-Buss; U. Of Sydney
Catherine Lynelle Welch; U. Of Sydney
Rebecca Piekkari; Aalto U. School of Business

Tracing Ideas from Langley (1999): Exemplars, Adaptations, Considerations, and the Overlooked

Michael Lerman; Iowa State U.
Nick A. Mmbaga; Butler U.
Anne D. Smith; U. of Tennessee, Knoxville

Researcher Motivations to Use Templates in Qualitative Research

Tine Koehler; U. of Melbourne
Anne D. Smith; U. of Tennessee, Knoxville
Vikram Bhakoo; U. of Melbourne

Innovating Methods: An Exploration of Research Practice

Jane Kirsten Le; WHU - Otto Beisheim School of Management
Torsten Schmid; U. of St. Gallen

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

SAP

Making Sense of Grand Challenges: Reflexivity, Boundary work, and Wayfaring (session 1135)

The Multifaceted Nature of Organisational Coping: The Case of Climate Change

Author: Daniel Geoffrey Tisch; U. of Auckland
Author: Jeremy Galbreath; Curtin U. of Technology

SIM

Activism (session 1142)

It Takes Courage! How Corporate Activism Inspires Political Participation

Author: Moritz Appels; Chair of Corporate Social Responsibility, U. of Mannheim
Author: Laura Marie Schons; U. of Mannheim / Germany
Author: Daniel Korschun; Drexel U.

Climate change represents complexity in that events resulting from climatic changes can be concurrently abrupt and persistent. They can be simultaneously short-lived and decades long. Such complexity can push organisations beyond their coping range. Leveraging the sensemaking literature, our study explores how dairy farmers in New Zealand coped with drought conditions to the decade ending in 2014. By relying on interviews and thematic analysis, contrary to many previous studies, our findings suggest that actors relied on heterogeneous forms of sensemaking to cope: 1) coping through immersion; 2) coping through detachment; and 3) and coping through deliberate action. We also discovered that sensemaking was not limited to individual actors, but rather sensegiving was received from macro, external actors; namely, other farmers. Important external actors such as climatologists, meteorologists and scientists were discounted. The findings offer new insights into how organisations cope with climate change and we describe opportunities for future research.

[view paper \(if available\)](#)

Relational Practices for Boundary Work:

Complexity, Liminality, and Knowledge Arbitrage

Author: **Vinayak Tripathi**; Institute of Management Technology Ghaziabad, India

Author: **Winston Kwon**; U. of Edinburgh business school

In this article, we investigate to role of frontline workers who are responsible for enabling the delivery of primary care within a marginalized tribal community in Northwestern India. Our ethnographic study of these frontline medic counsellors helps to illuminate how these entrepreneurial agents actively create, negotiate and manage activities between multiple boundary conditions including those of primary healthcare facilities and the local community, social and gender boundaries within the community, and professional boundaries within the clinical domain. Our findings reveal how this female corps of medic counsellors have engaged configurational boundary work to improve the efficacy of a community health initiative. In so doing, they have also gained significant influence within the professional clinical domain and also within their

Individual political participation is a fundamental ingredient for democracy. Yet, research indicates a global increase in the number of people who are disengaged in the political process. Our research asks whether companies, through their own public statements on contentious social or political issues, can encourage consumers to participate politically. In two experiments, we provide evidence that such corporate activism can encourage political participation to the extent that it is perceived by the consumer to be morally courageous. This mediating effect is stronger when the consumer shares the view of the company engaged in the activism (what we call low political ideology distance). Moreover, delving deeper, we find that perceived moral courage can be heightened when the company takes a leadership position in its corporate activism by announcing their stand before industry peers. Broadly speaking, the research portrays consumers as potentially emulating companies that they believe act on principle despite the apparent risk of doing so.

[view paper \(if available\)](#)

Beyond “Do No Harm:” Corporations, Human Rights, and Activism

Author: **Rita Mota**; Oxford U., Saïd Business School

Author: **Alan D. Morrison**; Oxford U., Saïd Business School

Any analysis of non-legal business human rights obligations requires an appropriate theoretical framework. We present a theory that employs a Deliberative View of the Firm, which explicitly acknowledges that firms are capable of deliberating over non-economic propositions. Because firms are able to marshal sufficient resources significantly to affect human rights, we claim that firms should be held to account as agents of justice. In some situations, “do no harm” is insufficient: a firm that has deep roots in a community and the ability to advance human rights in that community has a Kantian obligation seriously to consider doing so. Our argument therefore identifies a path dependency in corporate human rights: positive corporate obligations arise as a result of past corporate engagement. When a corporation has

respective communities. This configurational boundary work can be understood as a set of relational practices by which boundary of the community is drawn into the highly institutionalized domain of the clinic, and the boundary of the clinic is drawn into the social and cultural domain of the community. These relational practices identified through our analysis are: a) empathizing, b) buffering, c) facilitating, d) co-opting and e) improvising. Our resulting conceptual model contributes to extant knowledge across a number of dimensions, particularly research on: i) the practices of agents working within and across multiple intersectional conditions; ii) research on how configurational (as opposed to competitive or collaborative) boundary work can be used towards common goals, and iii) middle-status groups can expand jurisdictional authority and enhance legitimacy and status by drawing upon and leveraging knowledge from different domains.

[view paper \(if available\)](#)

Seeing Beyond the Taken for Granted: Generating Practices of Reflexivity Through Shodh Yatra

Author: **Rajshree Prakash**; John Molson School of Business, Concordia U.

Author: **Winston Kwon**; U. of Edinburgh business school

Author: **Raymond L. Paquin**; Concordia U.

Reflexivity has received increasing attention in recent studies as a prerequisite for understanding social change. It has a strong presence within sociology and has received more attention from organizational scholars. In this article, we focus on practices of reflexivity by studying the work of an NGO, the Honey Bee Network, whose purpose is to create awareness about the existing resources and capabilities within remote communities in India by engaging directly with those communities. We find reflexivity is developed through a combination of practices: upending one's taken for granted expectations (displacement), actively engaging in exploring incongruities resulting from contradictions between one's expectations and one's experience (transposition), and sharing and questioning those contradictions in a way which is supporting of developing new, more reflexive insights

deep roots in a local community, "doing no harm" in that circumstance is tantamount to disavowing those obligations. A firm that identifies human rights violations in its supply chain may acquire moral obligations that go beyond those identified in current business and human rights initiatives. In particular, we suggest that it may in some circumstances have a positive obligation to be a human rights activist.

[view paper \(if available\)](#)

Investor Reaction to Corporate Activism

Author: **Cory Maks-Solomon**; American Political Science Association

In two analyses, this paper evaluates whether investors incentivize corporate activism. Exploiting an event study of large firms' stock prices, the first analysis finds no evidence of abnormal returns following corporate activism on LGBT rights and immigration, indicating that investors do not believe that activism helps or hurts a company's value. However, the second analysis finds modest evidence that corporations that receive higher returns after engaging in activism are more likely to engage in activism again in the future. These results suggest that while the average corporation does not appear to face a stock market incentive to engage in social activism, corporations that perceive that they do are more likely to continue their social advocacy. In a profound interaction of economics with cultural politics, businesses' positions on social issues can be explained by the perceived preferences of their shareholders.

[view paper \(if available\)](#)

Understanding Employee Activism in the High-Tech Sector: A Comparative Case Analysis

Author: **Nishi Gautam**; U. of Massachusetts, Boston

Author: **Edward Carberry**; U. of Massachusetts, Boston

In this paper, we use social movement theory to better understand the recent wave of employee activism in the high-tech sector. Through a

(contextualization). These practices have implications for social change.

[view paper \(if available\)](#)

Strategizing for a Base-of-the-Pyramid Market: The Case of Grundfos LIFELINK

Author: **Poul Houman Andersen**; Aalborg U.

Author: **Lars Esbjerg**; Aarhus U.

Abstract: Multi-national corporations (MNCs) are important for achieving the UN Sustainable Development Goals (SDGs), but they often struggle to align SDGs with their current strategies and business operations. This article explores how Grundfos, a Danish MNC and leading supplier of circulation pumps, entered a Base-of-the-Pyramid (BoP) market with a solution for providing fresh potable water to rural villages in Kenya. Linking to the issue raised in the call for papers, we use the case of Grundfos LIFELINK to explore how MNCs can successfully develop and implement strategies for BoP markets that help meet the SDG. We show how the original LIFELINK strategy was modified because of the practical experience gained from operating in the BoP task environment. Drawing on contrasting ideas of strategy as navigation or wayfaring, we highlight the dangers of drawing on existing strategic beliefs to replicate strategies and business practices in BoP market contexts. We believe that the concept of wayfaring offers important insights to the existing discussion of how strategizing and business practices in BoP markets interact, as it is useful for reflecting on how prior organisational knowledge in the form of existing standard operation procedures create trajectories that also influence the ability to generate insights that challenge existing strategic thought.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

CEO Power and Influence (session 1140)

comparative case examination of four recent examples at Microsoft, Google, Wayfair, and Amazon, our analysis focuses on three important aspects of employee activism – opportunity structures, tactics and mobilization, and outcomes. We find that activists who exploited multiple opportunity structures were more effective and that when managers provided a positive yet unsatisfactory response to initial activist demands, activists shifted from persuasive to more confrontational tactics. In addition, although none of these examples can be categorized as comprehensive victories for activists, we find that activists were successful in mobilizing large numbers of employees, generating significant media attention, and forcing employers to engage in some types of substantive organizational change. Taken together, our findings reveal that scholars of social movements and organizations can gain analytical leverage by expanding their views of opportunity structures; focusing on employee activism as more of a dynamic, negotiated process; and defining activist success along multiple dimensions in the context of corporations.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

Co-Creation, Collaboration, and Alliances (session 1136)

Membership Overlaps in Board Committees, CEO Power, and Cost of Debt

Author: **Redhwan AL-Dhamari**; U. Utara Malaysia
Author: **Abdulsalam Alquhaif**; U. of Hail
Author: **Bakr Al-Gamrh**; Rennes School of Business

This study examines how debtholders perceive accounting information quality of firms with audit committee members who are also on the compensation committee, and whether strong CEO power enhances or undermines the governance role of overlapping committees. We find that firms with overlapping audit and compensation committees are perceived by debtholders to be transparent and of lower operating risk and, consequently, be associated with lower cost of debt. We also find that the beneficial effect of the presence of overlapping committees is weakened by the level of CEO power. Our results are robust to concerns of endogeneity and alternative proxies of the key variables. This study is timely in light of recently increasing call for the broadening of audit committee members' understanding of business strategies, risks and incentives provided by firms' executive compensation structures.

[view paper \(if available\)](#)

Pursuing Greater Good by Reducing Power: CEO Humility, TMT Decentralization, and Ethical Culture

Designated as a "Best Paper" for SIM
Author: **Sebastian Cortes-Mejia**; Iowa State U.
Author: **Andres Felipe Cortes**; Sacred Heart U.
Author: **Pol Herrmann**; Iowa State U.

Humility is increasingly recognized as a highly important attribute for strategic leaders to build successful organizations. However, research on CEO humility has focused on how humble CEOs shape collective perceptions through their interactions and behaviors with other organizational members while ignoring CEOs' critical role in strategic decision-making processes. We address this unexplored aspect of CEO humility by developing a process theory that explains how humble CEOs influence power decentralization at the TMT and subsequently

Social Innovation by For-Profit Organizations in Developing Countries (WITHDRAWN)

Author: **Ayse Saka-Helmhout**; Radboud U. Nijmegen
Author: **Maryse Chappin**; Utrecht U.
Author: **Suzana Braga Rodrigues**; FUMEC U., Brazil

This study explores the conditions that explain the successful realization of social innovation projects by for-profit organizations in developing economies. Drawing on the strategic alliance literature, we suggest that firm specific resources and governance of partnerships, and the specific institutional context in which they are embedded, play a significant role in achieving social goals. We adopt a crisp-set qualitative comparative analysis of 46 social innovation projects performed by joint ventures of Dutch SMEs and their local partners in 26 developing countries. We find that the organizational resources or capabilities of legitimate for-profit organizations complement strong institutions in these countries. This can be realized regardless of the market viability of social innovation projects. We also show that social innovation can be facilitated by the relational and governance capabilities of legitimate for-profit organizations that substitute weak institutions in these economies. Our findings highlight multiple paths that for-profit organizations can take to be socially innovative.

[view paper \(if available\)](#)

Socioemotional Values as Reciprocal Exchanged Resources to Shape NFP/Companies Partnerships in CSR

Author: **Coralie Fiori-Khayat**; ICN Business School - CEREFIGE

This paper investigates how social exchange theory and, more particularly reciprocity, can help unveiling socioemotional determinants of partnerships between corporations and not-for-profit organizations on Corporate Social Responsibility and Sustainable Development. As Corporate Social Responsibility and Sustainable Development tend to become a market, huge discrepancies may exist between what an entity claims it does and what it

promote organizational ethical culture. Using a sample of CEOs and TMT members from 120 SMEs, we find strong support for our hypotheses. We discuss important implications for research on CEO humility as well as for power dynamics and strategic choice in strategic leadership settings.

[view paper \(if available\)](#)

Me First? Behavioral Agency and CEO Opportunism in Faulty Product Recalls

Author: **Sumeet Malik**; IE Business School

Author: **Taiyuan Wang**; China Europe International Business School (CEIBS)

Author: **Geoffrey Martin**; Melbourne Business School

Author: **Luis R. Gomez-Mejia**; Arizona State U.

Stock options have been widely used to align the interests of executives and shareholders. By integrating theories of attention with the behavioral agency model, we offer a framework that predicts opportunistic CEO responses to option incentives that affect firm customers. We argue that CEOs will preserve their option wealth through their timing of product recalls. Specifically, during a fiscal year, CEOs announce product recalls during periods of market inattention to reduce loss or, during high attention fiscal year-end period, may postpone product recalls to delay loss. Such delays and evasions can harm customers both financially and physically. Using a sample from U.S. public medical device producers that made product recalls during 2004–2017, we confirm our hypotheses. Our findings give boards of medical device firms behavioral levers to protect users and the firm's future.

[view paper \(if available\)](#)

CEO Risk and Stakeholder Relations: The Moderating Role of Managerial Discretion

Author: **Jegoo Lee**; U. of Rhode Island

Using the managerial discretion literature, this paper examines a link between CEO risk and stakeholder relationship. We first propose the

actually does – and not-for-profit organizations usually speak up against greenwashing. Yet, the picture is not always so dark and in some circumstances, fruitful dialogues exist. Indeed, little has been said on CSR and SD involvement of small and medium enterprises, nor on their spontaneous, conversational speeches. We collected data during a focus-group which gathered company managers as well as not-for-profit representatives. A qualitative discourse analysis shows that partnerships usually starts on a transactional mode. Business entities start partnerships by contracting with not-for-profit, which they perceive as service providers. However, once socioeconomical resources are exchanged, they become significantly stronger and long lasting. In such a context, business entity managers increase their commitment in CSR, irrespective of audited indicators of reports; in turn, not-for-profit organizations highly value this involvement.

[view paper \(if available\)](#)

Let Your Light Shine: The Effect of Stakeholder Orientation on Strategic Alliance Formation

Author: **Stefano Romito**; Bocconi U.; U. of Milan

Author: **Clodia Vurro**; U. of Milan

Author: **Angeloantonio Russo**; LUM U.

In this article, we study how a firm's stakeholder orientation affect strategic alliance formation. Building on and extending existing literature on the determinants of alliance formation, we suggest that stakeholder orientation, defined as the degree to which a firm decides to focus its attention on stakeholder and integrate their interests and knowledge in its decision making, facilitates the selection process. In fact, a stakeholder-oriented firm improves its attractiveness as an alliance partner because it can leverage on broader relational resources for value creation, reduces the risk of adverse selection, improves its trustworthiness as a prospective partner, and develops relational capabilities that make it more comfortable in collaborating. In addition, we test the boundary conditions under which the positive effect of stakeholder orientation on alliance formation is mitigated. Accordingly, we focus on the moderating impact of (i) firm expected value creation; (ii) analyst coverage; (iii) diversification; (iv) environmental

necessity of modifying the risk management approach to stakeholder relationship. This paper then develops the theoretical argument that CEO risk is not directly associated with a firm's improvement of stakeholder relationship. Rather, the present study explores the contingent conditions of CEO risk effects and how these relationships are moderated by managerial discretion available to CEO. We test proposed hypotheses with a longitudinal dataset of over 17,000 observations of the large U.S. corporations for the period 1996-2016. The empirical results show that the relationship between CEO risk and stakeholder relationship is improved when managerial discretion is favorable, such as when CEO has a long tenure, and when the product differentiability becomes high. However, when the board monitoring is intense, the impact of CEO risk on stakeholder relationship is worsened. The implications of our findings for the risk-management theory for stakeholder relationship and managerial discretion are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

reputation. We validate our arguments using panel data on 10,579 unique firm-year observations over the period 2002-2017. We find support for our baseline hypothesis. In particular, stakeholder orientation has a positive impact on alliance formation for firms with lower expected value creation and in opaque contexts.

[view paper \(if available\)](#)

Co-Constructing Decoupling and Recoupling: A Process Perspective on the IAS DETOX

Designated as a "Best Paper" for SIM

Author: **Jordis Grimm**; U. of Hamburg

Author: **Maximilian Schormair**; Trinity Business School, Trinity College Dublin

Author: **Dirk Ulrich Gilbert**; U. of Hamburg

The widespread phenomenon of policy-practice decoupling represents a crucial reason for the rather modest efficacy of many international accountability standards (IAS) in improving the sustainability performance of multinational corporations. This paper examines the phenomena of de- and recoupling in the context of IAS through a process perspective on a case where a sports fashion company is confronted with a new chemical management standard called DETOX, set by a global environmental non-governmental organization. Based on the qualitative-inductive analysis of interview and archival data, we show that the size of the gap between policies and practices not only depends on the actual practices of the standard-taker, but also on the evaluative criteria employed by the standard-setter. Policies and practices of the standard-taker and expectations of the standard-setter evolve over time shaping the interpretation and evolution of the de- or recoupling status. This paper contributes to the literature by developing a process model showing that de- and recoupling are co-constructed over time through dynamic interactions between standard-setter and -taker. Hence, de- and recoupling are more dynamic and political than previously theorized.

[view paper \(if available\)](#)

SIM

Ethical Leadership (session 1139)

Four Studies on the Social-Exchange Implications of Ethical Leadership Needed and Received

Author: Kai Christian Bormann; Bielefeld U.

Social-exchange theory predicts beneficial outcomes of ethical leadership as followers perceive an obligation to return the favorable treatment. Drawing from theories of threat responses and need satisfaction, I propose a qualification of this well-established perspective. In particular, I differentiate between ethical leadership needed (i.e. the extent followers need ethical leadership from their leader) and ethical leadership received (i.e. the extent leaders show ethical leadership) to predict that in certain situations low (and not high) ethical leadership received may facilitate beneficial social-exchange outcomes in the form of increased follower responsibility taking. I develop a model in which an unsatisfied need for ethical leadership (i.e. ethical leadership is highly needed but only little is received) may strengthen followers' felt obligation towards the team which then also translates into higher levels of helping behavior. I test my predictions across four different studies diverse in design including within-person, between-person, and team-level settings. Findings are in line with propositions and highlight an assumption in the ethical leadership literature in need of revision. This opens the door to further inquiry about the ethical means that stimulate followers to show normatively appropriate conduct.

[view paper \(if available\)](#)

Broadening our Sight of Management Impact, Deepening our Insight on Managerial Exemplarity & Virtue

Author: Richard Jackson Major; Institut de Gestion Sociale Paris

This research theoretically and empirically explores

SIM

Impact Investing (session 1138)

Impact Investing in Social Enterprises: A Systematic Literature Review (WITHDRAWN)

Author: Lena Schätzlein; Heinrich-Heine U. of Dusseldorf

Author: Deike Schluetter; Heinrich-Heine U. of Dusseldorf

Author: Rüdiger Hahn; Heinrich-Heine U. of Dusseldorf

Social enterprises are hybrids between non-profit organizations and for-profit firms and as such they often struggle in the acquisition of funding. Impact investment aims at achieving a social impact next to a financial return. Hence, impact investment and social enterprises seem to be a perfect match. Research in both fields is growing, however it is anchored in a wide variety of disciplines with only limited cross-referencing. To bridge knowledge in the disciplines, we systematically review 80 academic articles from 2001 to 2019 coming from a wide range of disciplines like general management, non-profit, sustainability/CSR, entrepreneurship, finance/accounting, and politics. We show research trends, link those trends across the diverse disciplines, and identify gaps as well as opportunities for future research. Overall, we find that researchers from different disciplines address similar general obstacles in the market especially in terms of market growth as well as challenges for investors and investees in the pre-investment and investment phase. Only few areas receive adequate empirical attention to draw reasonable conclusions while the field is still largely a-theoretical. Therefore, we emphasize critical shortcomings in research methods and lacking research focus on the investee perspective among other underexposed topics.

[view paper \(if available\)](#)

Reasons and Motives in Impact Investing: Ethical Sensemaking in the Chinese Renewable Energy

the notion of Perceived Managerial Exemplarity (PME). PME is based on Virtue ethics (Aristotle, 350 BCE; Plato, 375 BCE), Social learning theory (Bandura, 1977) and Authentic leadership (George, 2003; Luthans & Avolio, 2003). Empirical exploration of PME consists of a theme analysis of 17 middle manager interviews, resulting in a processual model including a) Behaviors perceived by employees as exemplary, as independent variable, b) Process of attraction, identification and projection, as moderating variable, and c) the effects of perceiving exemplarity with two dependent variables: a) long term impact on individual transformation, b) short term team performance and well-being. Applying the Churchill (1979) paradigm, themes and items are built into a survey sent to 1400 employees of a multinational corporation. An 80% response rate provides 1172 records from 28 countries, processed through regressions, exploratory factor analysis and structural equation modeling (SEM). The analysis of 700+ verbatim enriches the final model. Results suggest the perception of managerial exemplarity concerns managers' being rather than their doing or knowing, pointing towards attitudes, underlying intentions and motives rather than skills or rank. Virtuous self-development is proposed here as a managerial opportunity and foundation for leadership and workplace effectiveness.

[view paper \(if available\)](#)

How Ethical Leadership Relates to Conflict and Turnover Intentions: A Relational Systems Approach

Author: **Dennis John Marquardt**; Abilene Christian U.

Author: **Jennifer Grace Manegold**; Florida Gulf Coast U.

Author: **Lee Warren Brown**; Texas Woman's U.

In this paper, we develop and test a theoretical model that supports a relational systems theory approach (Kahn, 1998) to ethical leadership and its relationship with employee turnover intentions. We find support for our model across two different studies with unique employee samples. Specifically, when employees perceive their leader to be highly ethical, they are less likely to desire to leave their

Sector

Author: **Tongyu Meng**; U. of Auckland Business School

Author: **Christine Woods**; U. of Auckland

Author: **Jamie Newth**; U. of Auckland Business School

Author: **Basil Sharp**; U. of Auckland Business School

This paper explores Impact Investing (II) within the renewable energy sector drawing on ethical decision-making and Behaviour Reasoning Theory (BRT) to achieve an enhanced understanding of the complex ethical sensemaking process of impact investors. Addressing the ethical tensions faced by impact investors with mixed motives, this paper investigates how leaders use context-specific reasons to make sense and shape the renewable energy investment (REI) process. This study represents an initial attempt to understand the novel field of II made within the RE sector based on ethical sensemaking and BRT with a multi-stakeholder approach. Our findings show that prosocial, personal, reputational, and economic motives are the main drivers of REI, where three different modes of ethical sensemaking allowed for the construction of these motives from context-specific reasons by decision-makers in II. The research context is set in China, enabling us to shed light on the issues concerning decision-makers in face of complex situations and uncertainties within one relatively homogeneous social-economic environment. This paper utilises an abductive research approach with thematic analysis of secondary literature, in-depth interviews, and analysis of government documents and media reports to support the key findings. This paper develops three modes of ethical sensemaking – pragmatic, retrospective, and forecasting – to explain the motives of impact investors made in the RE sector. This paper contributes to the academic discourse on ethical sensemaking and BRT.

[view paper \(if available\)](#)

Investment Criteria of Impact Investors

Author: **Mirko Hirschmann**; Trier U.

Author: **Christian Fisch**; Erasmus Research Institute of Management

Author: **Joern Hendrich Block**; U. of Trier

organization, even when faced with conflict in the work environment. The indirect relationship between ethical leadership and turnover intentions via conflict was conditional based on the employee's moral identity. The negative effect of ethical leadership on relationship conflict and, in turn, turnover intentions was stronger for followers who had higher moral identities. In addition, we find that leader holding behaviors negatively moderates the effects of ethical leadership on turnover intentions. We conclude with a discussion, limitations, and future research opportunities.

[view paper \(if available\)](#)

I Should Not Do This: Incongruence Between Role and Personal Morality

Author: **Jigyasu Shukla**; U. of Central Florida

Author: **Christopher M. Stein**; U. of Central Florida

We integrate the socio-cognitive theory and deontology to draw out the possible mechanisms resulting from the incongruence of personal moral values and expectations of morality in a professional role. The current theoretical article aims to delineate the possible psychological mechanisms when the role expectations clash with personal moral principles. We propose that two possible psychological mechanisms of moral disengagement and deontic moral outrage lead to the detrimental consequences of withdrawal behaviors or expected unethical role behavior. We conclude that the voice of the individuals, who suffer from the mismatch of personal moral principles and role morality, should be heard and acted upon, in order to avoid the detrimental consequences of the mismatch between personal moral values and role expectations.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

We investigate the investment criteria of 179 impact investors using an experimental conjoint analysis. Our findings reveal that the three most important investment criteria of impact investors are the authenticity of the founding team, the importance of the social problem targeted by the venture, and the venture's financial sustainability. In contrast, the degree of innovation, founding team characteristics, and a first proof of concept are less important. We then compare these investment criteria across different types of impact investors (i.e., donors, equity investors, and debt investors). We find that donors pay more attention to the importance of the social problem and less to financial sustainability than equity and debt investors. Also, equity investors place a higher value on scalability than debt investors. We contribute to nascent literature on impact investing by documenting how impact investors make investment decisions and by providing a nuanced view of different investor types active in this novel market. Practical implications exist for both impact investors and social enterprises that seek financing.

[view paper \(if available\)](#)

A Community-Based Theoretical Framework for Impact Investment Research

Author: **Yi Zhao**; U. of Arizona

Impact investment has quickly emerged to become the new frontier for social entrepreneurial finance over the past two decades. Impact investment creates both financial and social returns by supporting hybrid form of organizations that pursue financial and social goals simultaneously. The proliferation of impact investments, however, is not matched by the production of relevant theoretical knowledge. To advance the understanding about impact investing from a theoretical perspective, I first review the existing literature on impact investing through the lens of two commonly used theoretical frameworks—institutional logics and organizational categories. Although these two frameworks have produced useful insights, they tend to ignore the social embeddedness of impact investment in the context of local communities where investment opportunities are located. Next, I

develop a community-based framework for impact investment research. Specifically, I draw upon the literature in sociology of community and organization theory to develop theoretical propositions about how the allocation of impact investment capital is influenced by the ecological, institutional and social contexts of local communities where investee organizations are embedded. The community-based framework offers research on impact investment a new theoretical perspective and opens up a new direction for empirical investigation.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

Sustainability: Concepts, Impact, and Measurement (session 1137)

Corporate Sustainability and Business Ethics: Towards A Normative Research Agenda

Author: Kai N. Hockerts; Copenhagen Business School

Author: Cory Searcy; Ryerson U.

Research at the intersection of corporate sustainability and business ethics has grown over the past years. As associate editors we have seen many such papers pass our desks that unfortunately have failed to make a convincing contribution to the field and that eventually have ended up being rejected. In this paper we highlight two areas of concern. Firstly, many papers conflate corporate sustainability with other constructs such as CSR or environmental management. Secondly, many papers purporting to connect corporate sustainability with business ethics actually fail to do so. We outline several exemplary research areas that we feel would be promising fields of enquiry and call for more normative research in relation to constructs such as multiple objective functions, carrying capacity, and generational sustainability.

[view paper \(if available\)](#)

STR

Adjustment Costs and Real Options, A Dynamic View (session 1147)

How Well Do U Know Dynamic Capabilities? Real Effects of Product Portfolio Reconfiguration Routines

Author: Christopher Jung; WWU Münster

In this study, we question prior work which assumes that dynamic capabilities are automatically conducive to competitive advantage, and we document negative consequences of dynamic capabilities on competitive advantage. We build on the concepts of exploitation and exploration and argue that dynamic capabilities can sometimes weaken competitive advantage, as their exercise can disturb the alignment between a firm and its environment. We theorize that the exercise of dynamic capabilities can create substantial dynamic adaptation costs and coordination costs that can outweigh adaptation benefits, suggesting a U-shaped functional form between dynamic capabilities and competitive advantage. We revisit the role of environmental dynamism to theorize that it can shape the benefits of dynamic capabilities. In dynamic environments, companies need to exercise dynamic capabilities in order to realize explorative activities. In stable environments, though, companies need to exercise operational capabilities,

The Tyranny of Tensions: The Myth that is Corporate Sustainability

Author: **Gerard F. Farias**; Fairleigh Dickinson U.

Author: **Christine Farias**; Borough of Manhattan Community College

Author: **Isabella M. Krysa**; Fairleigh Dickinson U.

The notion of tensions in corporate sustainability has for long served as an excuse to limit action and therefore further exacerbate the sustainability issues we face. While concepts like the Triple Bottom Line, and the approaches to managing tensions, ostensibly seek to balance financial, social and environmental outcomes, they, in reality, prioritize financial outcomes and serve to preserve the existing business paradigm. They create the delusion of responsible corporations while serving to preserve the status quo. We argue that true and strong sustainability calls for a rejection of the balance or Both/And approach; it calls for a hierarchical approach, where social good, the elimination of environmental harm and the restoration of the environment are prioritized over economic/financial outcomes. We do not discount the importance of financial sustainability; we simply argue that it cannot be obtained at the cost of a reasonable quality of life for all current and future generations of all species.

[view paper \(if available\)](#)

Disciplinary Conversations on Sustainability Impact: Epistemic Bubbles and Silent Spaces

Author: **Wendy Chapple**; Nottingham Business School, Nottingham Trent U.

Author: **Jo-Anna Russon**; U. of Nottingham

Author: **Anna Ozolina**; Nottingham Business School, Nottingham Trent U.

This paper maps where sustainability impact (social, economic and environmental) conversations are taking place within business and management disciplines. This paper presents a review of impact conversations within papers published in highly ranked journals in the Chartered Association of Business Schools (ABS) Academic Journal Guide

and not dynamic capabilities, in order to realize exploitative activities. Hence, we suggest that the type of environment determines whether the relationship between dynamic capabilities and competitive advantage has a U-shape or an inverted U-shape. Leveraging a unique text-based dataset based on product portfolios of 4,863 firms in the USA for the years 1996 to 2014, we find support for our theorizing.

[view paper \(if available\)](#)

Firm-Level Experimentation: Joining Dynamic Adjustment Costs, Real Options, and Dynamic Capabilities

Author: **Hyeonsuh Lee**; U. of Illinois at Urbana-Champaign

Author: **Joseph T. Mahoney**; U. of Illinois at Urbana-Champaign

This paper suggests that cognitive, organizational, political, and economic factors can contribute to low (dynamic) adjustment costs. These low adjustment costs lead to low firm-level costs of experimentation, which enables high-accumulated firm-level experimentation, such as (internal and/or collaborative) market context, product/technology, and business model experimentation. Such accumulated experience can lead to an increase in a firm's real options, which can enable it to realize dynamic capabilities. The sequencing of lower adjustment costs, higher experimentation, greater awareness of subsequent real options, and realized dynamic capabilities can become a virtuous circle. That is, a firm's dynamic capabilities can further lower its dynamic adjustment costs in a positive feedback loop. We provide a theoretical framework in which experimentation in an uncertain environment is a core construct to bridge dynamic adjustment costs, real options theory, and a dynamic capabilities approach for the purpose of better explaining and predicting the firm's sustainable competitive advantage.

[view paper \(if available\)](#)

2018 between 1970 and 2018. Following a bibliometric review of 1455 abstracts we map where the discipline conversations on sustainability impact are occurring. We present an Impact-Issue typology which shows that three distinct patterns emerge in terms of how the term 'impact' is deployed within and across 22 ABS sub- disciplines: 1) Sustain-centric impact conversations; 2) Corporate- centric impact conversations, and 3) The 'quiet' sub-disciplines. We find distinct leaders in terms of sub-disciplines and journals who are shaping and influencing the conversation, however we find "strong" disciplines" are notably absent. The evidence suggests that epistemic bubbles exist at the discipline level, leading to a persistent disconnect between corporate and system level literatures. Epistemic bubbles reinforce single disciplinary approaches to corporate sustainability impact which can be problematic in the development of theories of impact, This we argue is due to the epistemic landscape of disciplines. We argue that these bubbles need to be bridged, rather than burst, as disciplines play an important role. Bridging argue is through the creation of conversations to create "common ground" to enable collaboration and interdisciplinary impact research to emerge to bridge the divide.

[view paper \(if available\)](#)

Commoditizing the Market for Sustainability Standards: An Analysis of Meta-Governance Models

Author: **Jose Carlos Marques**; Telfer School of Management, U. of Ottawa

Continued proliferation and competition amongst sustainability standard-setting organizations in most global industries and issue areas has generated considerable interest in understanding the mechanisms that may lead to standards harmonization. Drawing on the collective action and meta-organization literatures, this study sheds light on the organization of sustainability meta-governance, underscoring differences in objectives, organizational structures and mechanisms for dealing with collective action dilemmas. By means of 41 interviews and 439 archival documents, we employ a comparative case study approach to

Resolutions to the Information Disclosure Dilemma: Evidence from Divested Spin-Offs

Author: **Donald D Bergh**; U. of Denver

Author: **Tracy Xu**; U. of Denver

Author: **Ronan Powell**; U. College Dublin

Author: **Lisa Victoravich**; U. of Denver

Managers face contradictory pressures of increasing the information opaqueness of their firms for competitive purposes while analysts and investors call for information transparency so they can understand and value the firm. We conceive, develop and test alternative resolutions to this "information disclosure dilemma" and its relationship to firm performance. One view posits that a mid-range point of opaqueness and transparency will be associated with the highest performance outcomes while the other view suggests that pursuing either independently is better. Data from a sample of 405 divested spin-offs and a matched control sample of new firms show that transparency or opaqueness is associated to higher performance than a mid-range of the two. Implications for information disclosure management, the boundaries of the opaqueness and transparency literatures, and divested spin-offs are offered.

[view paper \(if available\)](#)

Together We Stand, Divided We Fall: Real Options in Conflict-Prone Countries

Author: **Hyungjin Lee**; Korea U.

Author: **Changwha Chung**; Korea U.

Despite the proliferation of real options reasoning as a strategic tool to navigate uncertainties, we still know little about the mechanisms through which different types of options interact to determine the value of one another. To address this shortcoming, we examine how the availability of switching options determine the value of exercising an option to alter scale. We employ this concept in the context of multinational enterprises (MNEs) with foreign subsidiaries facing violent conflict risks—settings where firms often exercise contracting options to minimize their exposure to risks while preserving the opportunity to re-expand. We investigate how the value of contracting an option, as a subsidiary

examine how eight different industry meta-governors deal with these key issues and how these differ from NGO-based approaches. Findings reveal that NGO and industry-based meta-regulators hold opposing conceptions of harmonization and develop considerably dissimilar mechanisms for bringing these about. While NGO meta-governors' pluralistic, legitimacy-based approaches have been referred to as "creating a market for standards", we suggest that industry meta-governors' centralized approach, characterized by industry concentration and supply chain governance, is best described as "standards commoditization".

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

survival strategy, is determined by the availability of two conditions that enable the exercise of switching options: the structural configuration of the subsidiary's MNE network and the operational overlap between the focal subsidiary and the same-parent subsidiaries. Our analysis of 1,147 Japanese foreign subsidiaries operating in 12 countries from 1991 to 2014 suggests that contraction alone may not be a sufficient strategy but its use in conjunction with extensive MNE network structure and operational overlap with same-parent subsidiaries may serve as an effective means to mitigate negative exposure and enhance survivability in conflict-prone countries.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Business Model Innovation (session 1143)

The Sources of Innovativeness in Business Model Innovation

Author: **Carlos M. DaSilva**; HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes

We develop a multi-level theory of business model innovation (BMI) that explains business model dynamics within established firms, integrating the processes happening at the individual, collective and organizational levels. Existing organizational level approaches portray BMIs as a firm-level phenomenon, but do not specify how they emerge and evolve over time, while micro-foundational approaches illuminate actors' contributions but reduce BMI to a cognitive process at the level of individual managers. Our framework integrates these contrasting approaches, conceptualizing BMI as a complex process happening at three interrelated levels (micro-, meso- and macro-), and provides a set of propositions delineating the mechanisms and conditions where individual cognitive models (managerial schemata) are

STR

Competitive Effects of CSR and Certification (session 1148)

How do Analyst Recommendations Affect Firm Competitive Actions? A Rival-Centric View

Author: **Wan-Chien Lien**; U. of New Hampshire
Author: **Tianxu Chen**; West Virginia U.
Author: **Jianhong Chen**; U. of New Hampshire
Author: **Jeffrey Edward Sohl**; U. of New Hampshire

Drawing on the research of competitive dynamics and financial analysts, we link analysts' stock recommendation to firms' competitive behaviors and investigate how analyst recommendations on the focal firm's stock and analysts recommendation on the rivaling firms' stock individually and interactively shape the firm's competitive behaviors. Based on a longitudinal analysis of 2,319 public firms from 2000 to 2015, we show that both analyst stock recommendations of the focal firms and of rivaling firms can enhance the focal firms' strategic repertoire intensity and complexity. Moreover, analyst recommendations of the focal firms' stocks can weaken the positive effect of analyst stock recommendations of the rivals on the focal firms' strategic repertoire intensity. Our study contributes

translated into organizational changes (routine reconfiguration). A set of theoretical propositions derived from this view offers a new ground for understanding how BMIs can lead to firm-level value creation and capture.

[view paper \(if available\)](#)

Disentangling the Complex Relationships Between Business Model Innovation and Firm Performance

Author: **Matthias Menter**; Friedrich Schiller U. Jena

Author: **Lutz Göcke**; FH Nordhausen

Author: **Christopher Zeeb**; Friedrich Schiller U. Jena

Author: **Thomas Clauß**; U. of Witten/Herdecke

Despite the increasing interest in business model innovation, literature still lacks solid empirical evidence about the consequences of business model innovation over time. Recent research called for more profound empirical investigations that assess the performance outcomes of business model innovation through longitudinal research designs. The purpose of our paper is to address this gap. Building on the business model classifications from previous scholars, differentiating three core dimensions (value creation, value proposition, value capturing), we collect cross- industry data based on more than 35,000 press releases capturing over 2,500 events of business model innovation from 60 German stock- market-listed corporations over an eleven-year period (2007-2017). We regress those against firm performance measures. Our findings show that business model innovation has a positive yet lagged effect on performance. We further find complementary, yet also substitutive effects of the different dimensions. Whereas value creation and value proposition innovation are substitutive in their relationship on firm performance, value capture innovation complements both other dimensions. The combination of all three dimensions is also substitutive. Our nuanced longitudinal findings on the performance consequences contribute to the business model innovation literature by clearly showing the need to carefully plan business model innovation activities at the level of strategic management.

[view paper \(if available\)](#)

to both the competitive dynamics and analyst research by taking a rival-centric view to highlight analyst recommendations on rivaling firms' stocks as important information to shape the focal firm's competitive strategy.

[view paper \(if available\)](#)

Enhancing Profits & Reducing Losses by Managing Material Environmental, Social & Governance Factors

Author: **James McGlinch**; The Wharton School, U. of Pennsylvania

Author: **Witold Jerzy Henisz**; U. of Pennsylvania

In this study, we extend the academic debate on the materiality of corporate social performance from the question of whether a relationship exists between corporate social performance and corporate financial performance to how and where the relationship obtains. Specifically, by drawing on the recent shift characterizing corporate social performance as a firm's response to environmental, social, and governance (ESG) issues deemed to be material to a firm or industry, we show five pathways through which the strategic management of these material issues can enhance reported profits and reduce incidence of losses. Using a large sample of publicly traded US firms over a 12 year period from 2007-2018, we show that firms which are better able to manage ESG issues financially material to their industry are more likely to report unexpected increases in revenue, favorable reductions in operating costs, fewer legal or regulatory interventions, gains in employee productivity, and interest in increasing both organic and inorganic business investment. Taken together, these results suggest the mechanisms linking ESG performance to firm value extend beyond the risk-based perspective of contemporary literature, creating further value-additive opportunities for the integration of ESG issues into corporate strategy.

[view paper \(if available\)](#)

Barriers to Imitation in Strategic CSR: Organizational Authenticity and the Resource-

The Effects of Contextual Factors on the Quality of Business Model Ideas

Author: **Fatemeh Masihkhah**; Amsterdam Business School, U. of Amsterdam

Author: **Anna Plotnikova**; Vrije U. Amsterdam

In the face of technological disruption, incumbent firms need to adapt their business models to be able to survive and prosper. The first step in developing a new business model is to generate business model ideas. The knowledge and ideas related to new opportunities for value creation and capture are dispersed across the organization. Thus, Companies are highly interested in inspiring employees to contribute to new business model ideas and to create an environment to facilitate the creation of higher quality ideas. Using an experimental setting in a large multinational telecommunication company, with 319 participants, we found that the quality of business model ideas (considering their novelty, usability, and workability) developed under disruptive technological settings are affected, in a way that they have higher novelty and workability and lower usefulness. Moreover, we tested whether the quality of a generated idea for such complex concepts like a business model that needs different expertise from different players in the organization and collaboration of individuals under disruption will be moderated by social settings. However, our data did not support this effect. This study has important implications for our understanding of the quality of business model ideas under technological disruptions.

[view paper \(if available\)](#)

Reaching for the Stars: How Firms Organize to Radically Renew their Business Models

Author: **Karolin Frankenberger**; U. of St. Gallen

Author: **Christoph Zott**; IESE Business School

Business model innovation as a phenomenon lies at the intersection of strategy and entrepreneurship fields of study. Faced with the threat of nimble new entrants with powerful new business models, managers of established firms need to find ways to

Based View

Author: **Steve Kofford**; U. of Utah

Author: **Adam Clark**; U. of Utah, David Eccles School of Business

Author: **Lisa Mali Jones Christensen**; Brigham Young U.

This paper examines models of value creation in CSR and explores the existence of barriers to imitation in strategic CSR. We focus on two prominent models of value creation in the CSR literature: CSR as a means to greater legitimacy, and CSR as a signal of internal norms and values. We associate each with attributions of conformity and consistency, respectively. We argue that conformity and consistency serve as important mediators between CSR investments and value creation in these models. Drawing on the organizational authenticity literature, we explore conditions where attributions of type authenticity (i.e. conformity) and moral authenticity (i.e. consistency) may act as barriers to imitation in CSR investment. We also identify the resources that allow firms to gain attributions of authenticity while establishing barriers to imitation for rivals. We conclude by discussing how organizational authenticity may allow sustainable competitive advantage from CSR investments.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

renew their own business models whilst their existing business model is still in place. However, how can they achieve this? In particular, how should they organize to ensure a high degree of novelty in the new business model? This question is of high practical as well as theoretical relevance. Drawing on theories of ambidexterity and corporate entrepreneurship we develop and test a model that explains how the degree of novelty in the resulting new business model depends on the alignment among an initiative's differentiation from the core business, its social integration with the core business, and relevant control mechanisms at the initiative level. We test our model using data from a unique hand-collected set of 141 business model innovation initiatives in large established firms. The study represents one of the rare large-scale empirical research efforts on business model innovation in established firms. Its main theoretical contribution is to explain how organizational control choices on the initiative level can serve as a crucial mechanism to unlock the power of combining differentiation with social integration – two seemingly opposing forces – in business model innovation initiatives.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

STR

Corporate Communication and Payout Strategies (session 1150)

Round-Number Bidding as an M&A Strategy

Author: **Tingyu Du**; UCLA Anderson School of Management

Author: **Marvin B Lieberman**; UCLA Anderson School of Management

Round number initial offers are pervasive in many bargaining situations. We examine the prevalence and outcome of such offers in the market for merger and acquisition targets. We find that the practice of making initial offers at round transaction values is associated with shorter contest duration and lower probability of encountering challenging bids. Our results suggest that round numbers are chosen strategically as a signal by impatient bidders

STR

Digitization (session 1146)

Being a Good Host: Transforming Value Creation Into Value Capture in Firm-Hosted Online Community

Author: **Marie Joachim**; ESSCA School of Management

Author: **Christine Abdalla Mikhaeil**; IESEG School of Management (LEM-CNRS 9221)

The global spread of new information technologies has profoundly transformed interactions between firms and their customers, and brings new ways of creating value-in-use for the demand. This evolution strengthens firms interests in regaining control over digital modes of value creation. Hence the growing number of firm-hosted online communities (FHOcs),

who are willing to take a slight drive-up of price to secure a timely purchase and prevent competing bidders from entering the game.

[view paper \(if available\)](#)

Does the Stock Market Appreciate Management Speak? (WITHDRAWN)

Author: **Joao Cotter Salvado**; Catolica Lisbon School of Business and Economics

Author: **Freek Vermeulen**; London Business School

CEOs and other actors often use business jargon – “management speak” – when communicating their firm’s strategy. We examine the use of management speak in the context of acquisition announcements. Rather than providing legitimacy and impress others, we argue that the use of such terminology is likely to make an audience, including analysts and fund managers, suspicious of the value-creation potential of the deal. Consequently, the financial market will respond negatively to it. An event-study on 1,371 large acquisitions confirms our prediction. Importantly, analyzing the longer term impact of the acquisitions in our sample, our findings confirm that the financial market’s dislike of management speak is not necessarily because its use is more ubiquitous among deals with lower ex ante potential for value creation; investors just trust them less. We also show that the results are different for new CEOs, whose use of it is met with more leniency, although this changes significantly in the immediate aftermath of the 2008 crisis. Our results are robust for a battery of control variables and alternative specifications. We discuss implications for insights into the communication of firm strategy.

[view paper \(if available\)](#)

Some but Not Too Much: The Impact of Diversification on Corporate Payout Policy

Author: **Zhuo Chen**; American U., Kogod School of Business

This paper examines the relationship between diversification and corporate payout policy. Given the ambiguous link between diversification and firm performance, I propose that managers could use their corporate payout policies to convey positive

emerging as a particular setting for value creation, designed and controlled by the host firm. Recent research in strategic management show that the more value-in-use is created for customers through core value propositions, the more economic value can be captured by firms. However, value creation within FHOcs mostly lies in ancillary value propositions, which enhance interactions between firms and customers outside the purchase of goods or services. Our research seeks to understand how this specific value creation within FHOcs can be channeled by firms into value capture. Through a multiple case study we show that the value created within FHOcs can undergo two processes in order to be channeled into value capture: up- and downcycling. These processes are simultaneously used and combined to enhance firms’ performance through value capture. We thus show that value capture with new means of communication is a nonlinear process on which firms can regain control by creating FHOc.

[view paper \(if available\)](#)

How Incumbent Firms Respond to a Change in the Market Information Regime

Author: **Paola Zanella**; IE Business School

Author: **Paola Cillo**; Bocconi U.

Author: **Gianmario Verona**; Bocconi U.

Digitization poses new challenges to incumbents in many industries by changing the market information regime. Thanks to two unique datasets, we investigate both the demand- and supply-side 48 weeks before and 48 weeks after the regime change in Billboard chart. On the demand side, we find that the new market information regime reveals more diversified consumer tastes in terms of higher preferences for emerging artists and non-mainstream genres. On the supply side, we use production data to analyze how generalists and specialists modify their portfolio strategies after the regime change. We find that the two strategic groups adopt different strategies to compete in the new regime. Also, we find that, after the regime change, generalists and specialists benefit from pursuing different exploration strategies. We comment these findings for literature on technical change, market information and dynamic

information to external market and alleviate investors' concern about the "cost" of diversification. Using a matched sample between 1977 and 2014, I find that while diversified firms are more likely to pay dividends and make stock repurchases, the amount of dividend payments and stock repurchases by diversified firms is lower than that by their focused counterparts. Furthermore, using change in industry growth opportunities as an external shock, I identify a causal relationship between diversification and corporate payouts.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

RESEARCH

capabilities.

[view paper \(if available\)](#)

Competitive (dis)Advantage from Learning in Multisided Platforms: Opening Different Platform Side

Author: **Jeffrey A. Martin**; U. of Alabama, Tuscaloosa

Author: **Gorkem Turgut Ozer**; U. of Maryland, College Park

Author: **Edward Anderson**; U. of Texas at Austin

The strength of network effects is critical for the performance of multisided platforms. Platform operators invite different sides (e.g., application developers in smartphones) for their contributions to value creation. Even though platform operators impose limitations and control on who gets to participate on each side of the market, the constant pursuit of growth due to competitive pressures usually leads to policies that encourage open participation. An interesting, and sometimes unintended consequence of opening a platform is that rival platform operators can also participate as sides, or complementors. Acting as a complementor, rival platform operators can learn beyond what they could learn as outsiders, and use this learning to gain competitive edge over the platforms in which they participate as complementors. We examine the effects of this learning as a source of competitive advantage for a platform operator that is participating in a rival (host) platform as a complementor. Using an agent-based simulation model, we develop insights including one on the moderation effect of market dynamism. We find that learning leads to competitive edge in markets with low to moderate levels of dynamism (as measured by the rate and magnitude of change), but not in those with high levels of dynamism, with an exception in markets with both high dynamism and switching costs. This is true even if competitive advantage from learning diminishes as switching and learning costs increase.

[view paper \(if available\)](#)

Rethinking Platform Strategies in the Age of Distributed Trust

Author: **Christopher Rowell**; U. of British Columbia

Author: **Marc-David Seidel**; U. of British Columbia

The current overwhelming focus on proprietary platform ecosystems unnecessarily limits current platform literature. The introduction of distributed trust technologies such as blockchain enables new business models and strategic possibilities. Adopting a platform lens, we reveal how distributed trust technologies can replace proprietary platform sponsors at the center of platform-based markets, and afford new roles and opportunities for third-party complementors. In this paper we review the key assumptions of the platform literature which are now being violated. We then update the theory for this new reality, in light of recent technological advances. To elucidate the new theory we present the illustrative case of Cryptokitties, the first successful distributed application (“dApp”) built atop a permissionless blockchain platform.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Doing Business Under Weak Institutions (session 1145)

Public-Private Partnerships Promoting Prosperity: Evidence From Brazilian Favelas

Author: **Leandro Simões Pongeluppe**; U. of Toronto, Rotman School of Management

To what extent does a public-private partnership promote socioeconomic prosperity among the disenfranchised? Non-profit organizations operating in resource-scarce settings often act as “institutional intermediaries,” which create and develop institutions in settings with market failures. The literature usually considers the actions of institutional intermediaries in isolation from public authorities. Nevertheless, these intermediaries can partner with public organizations through public-private partnerships (PPPs). This paper aims to evaluate the impact of a PPP to promote

STR

Organizational Leaders Shaping Reality and Organizational Outcomes (session 1152)

Talking about Strategy: Leaders' Use of Adaptation Frames

Author: **Sze Sze Wong**; Nanyang Technological U.

Author: **Heather Li**; Nanyang Technological U.

Author: **Shen Rui**; The Chinese U. of Hong Kong, Shenzhen

Strategic leaders package information in ways to elicit external audiences’ positive assessment of the firm. Focusing on the simplification and condensation function in the framing perspective, we offer a new model to explain why and how leaders construct coherent adaptation frames for corporate growth and corporate restructuring that resonate with investors. Using 36,077 quarterly conference call transcripts across 2,034 firms, we

development in a resource-scarce setting, the Brazilian favelas (i.e., urban slums). To this end, I use mixed-methods, combining a randomized controlled trial (RCT) and a computation textual analysis. My results show that the PPP improves favela dwellers both labor market outcomes, such as entrepreneurship and income; and socio-psychological outcomes, such as self-efficacy and optimism/positivity. Surprisingly, however, the partnership hurts perceptions of social stigma, which increase among participants. Qualitative evidence points to what I call the “getting out of the ghetto” effect, in which participants feel more stigmatized after the partnership program because they are more likely to engage in social interactions with people from outside the favela. This paper seeks to advance the recent call for more management research focusing on the United Nations Sustainable Development Goals.

view paper (if available)

MNE Approaches to CSR in Sub-Saharan Africa: A Multi-Theoretic Study

Author: **Amy Joy Guerber**; Texas A&M U.

Author: **Scott D Julian**; Wayne State U.

Author: **Kun Liu**; -

This study provides a comparative test of three distinct theories of MNE behavior in host nations using data on the CSR activities of foreign and domestic firms in the sub-Saharan nation of Ghana. Studying the philanthropic spending and expressed CSR commitments of MNEs and domestic firms in SSA provides a direct comparison between a locally normative form of CSR (philanthropy) with one that is normative in the global context (expressed social commitments). Compared to domestic firms, MNEs express more social commitments but invest significantly less on philanthropy. Results also show a significant positive interaction between foreignness and visibility in predicting expressed social commitments, but not philanthropic spending. Taken together, these results show that TNF theory provides the clearest insight into MNEs' CSR engagement in sub-Saharan Africa.

view paper (if available)

demonstrate that strategic leaders selectively emphasize and de-emphasize different categories of information to invoke either an exploration or exploitation frame. More importantly, the invoking of these frames is consequential on investor reactions. Our findings contribute to the impression management and framing literature by offering a new framing model that articulates why and how coherence in framing in strategy discourse matters to trigger investor reactions.

view paper (if available)

Fighting with the Fourth Estate: A Framework of Organization-Media Rivalry for Narrative Control

Author: **Matt C. Hersel**; College of Business, Clemson U.

In this article, I develop a theoretical framework to explain rivalry for narrative control between transgressing organizations and media outlets. I do so by integrating and advancing key insights from competitive dynamics and crisis management research. The first part of this framework conceptualizes the unique tensions, actions, and reactions that characterize rivalry for narrative control following organizational transgressions and distinguishes it from other forms of rivalry. The second part of the framework conceptualizes the role of both journalists' and organizational leaders' perceptions in shaping actions and reactions during rivalry for narrative control. This framework expands competitive dynamics research to account for a unique form of rivalry between dissimilar actors and, in doing so, broadens research on crisis management following transgressions to account for such rivalry.

view paper (if available)

Does Personality Matter? Stock Market Reaction in Times of Crisis and the Role of CEO Personality

Author: **Anna Gruendler**; Heinrich-Heine U. of Dusseldorf

This study investigates whether the personality traits of CEOs influence stock market reaction after

What Determines Firm Investments? The Role of Local Institutional Quality

Author: **Riccardo Savio**; Luiss Guido Carli U.

Author: **Francesco Castellaneta**; SKEMA Business School

Author: **Alessandro Zattoni**; Luiss Guido Carli U.

The influence of the environment on firms' investments has been largely investigated. Literature underlines that the national institutional quality is one of the key driver of firms' investment strategies. It is instead, relatively unexplored, if local institutional quality may affect firms' investments, that is if difference in institutional quality within the same country may influence firm investments. To this purpose, we collected data about a large sample of limited companies in Italy, a country characterized by significant variation of institutional quality within it. Our results show that higher local institutional quality positively influences firms' total investments. Moreover, our results highlight that regulated industry and state-ownership moderate this relationship. In particular, we find that, when local institutional quality decreases, regulated and state-owned firms invest more than non-regulated and non-state-owned firms; the opposite is true when local institutional quality increases. These findings underline the importance of local institutional quality and the heterogeneous reaction of regulated and state-owned firms to changes in the institutional environment.

[view paper \(if available\)](#)

Political Risk Reversal: Strategic Holdup of Firms by Government

Author: **Srividya Jandhyala**; ESSEC Business School

Author: **Himanshu Bhatt**; ESSEC Business School

A central idea in the literature on political risk is that governments can opportunistically appropriate returns from firms' investments. Contrary to this view, we highlight political risk reversal, where firms can also opportunistically interact with the state. Firms take strategically disadvantageous position initially vis-à-vis the host government, with the

an organizational crisis. Drawing on upper echelon theory and crisis management, we explain how certain personality traits from the five-factor model are relevant to the job demands a CEO faces in situations of crisis from a shareholder perspective. We build a multi-source dataset of 184 large scale data breaches and apply a novel open language approach to measure personality which we apply to the Question and Answer (Q&A) sections of investor calls. Our findings indicate that a CEO's level of conscientiousness, openness to experience and neuroticism positively moderates the relationship between media attention after a crisis and stock market reaction (cumulative abnormal returns), whereas agreeableness negatively influences it. These results have useful theoretical and practical implications for the role of the CEO and for crisis management in general.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

expectation that they can hold-up the investment and obtain more favorable investment terms from the government ex-post. We argue that firms' ability to do so arises from political costs that governments face when firms delay their services (temporal specificity) or governments cannot replace the firm (switching costs). We develop propositions that identify political and institutional characteristics that influence when firms are more likely to attempt such a strategic hold-up of the state. Finally, we discuss private investments in infrastructure projects as an illustrative context for our theoretical argument.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Platforms and Ecosystems: Search Strategies, Exploration, and Exploitation (session 1144)

Post-Alliance Technology Search Strategy in Platform Competition

Author: **Sea Jin Chang**; National U. of Singapore and KAIST

Author: **Hyun Ju Jung**; Korea Advanced Institute of Science and Technology (KAIST), College of Business

This study explores the post-alliance technology search strategies of alliance partners and rival firms in the context of platform competition. While both platform owner and alliance partners increase searches for each other's technology after the formation of a technology alliance, we find that the latter also increases the technology search for rival platform owners in order to hedge the risk of being exclusively tied to the former. We further find that rival platform owners also increase searches for the technology of alliance partners in order to neutralize potential competitive threats from the focal strategic alliance. Using Oracle's enterprise software platform ecosystem, we demonstrate how the various players involved in or affected by strategic alliances adjust their post- alliance technology search strategies to address potential competitive challenges.

STR

Resource Dependence and Corporate Heterogeneity (session 1149)

Firm Performance And Environmental Munificence: Perspectives Of Differential Performance

Author: **David B. Zoogah**; Xavier U.

Why some firms perform well in natural resource-poor countries (NRPC) and others perform poorly in natural resource-rich countries (NRRC) has become significant in this era of resource booms and heavy natural resource dependence of emerging economies. Drawing from political economy and strategic management theoretical perspectives I use longitudinal multilevel and differential prediction techniques to examine the question. Data from 3,425 firms in 46 countries during the period 2007-2016 show that firms in NRPCs tend to perform better than those in NRRCs. Three factors each from political economy and strategic management account for the differential prediction. I discuss the theoretical and practical implications of the findings for organization scholarship in strategic management.

[view paper \(if available\)](#)

view paper (if available)

Exploitation and Exploration in the Presence of Interorganizational Information Sharing

Author: **Yimei Hu**; Aalborg U., Department of Business and Management

Author: **Yuchen Gao**; School of Economics and Management, Tsinghua U.

Author: **Huanren Zhang**; U. of Southern Denmark, Odense, Denmark

Author: **Qiu Shumin**; SEM Tsinghua

When involved in an uncertain and competitive business environment, firms are faced with two contradictory pressures: differentiate from competitors for competitive advantages vs. conform to industrial norms to gain legitimacy. Building on and extending James G. March's work on exploitation/exploration and organizational learning, this study enriches our understandings of this differentiation-conformance dilemma. Using a mixed-method design, we investigate how interorganizational information sharing influences firms' performance using both a computational model and an illustrative case study. The computational model helps unfold the underlying dynamic and adaptive learning mechanism. Our results suggest that information sharing within an industry can significantly improve the performance of the whole industry. This positive effect of information sharing is especially salient in the presence of learning cost, because it helps a firm overcome the success trap. Our case study on the Chinese photovoltaic industry supports and lends external validity to these findings. When engaged in a highly uncertain new area, firms need to pay attention to the industrial norms by imitating and updating timely to the leading experiences and legitimate technological trajectories. Lead firms and industrial associations play a key role in spreading information and shaping legitimate technologies, which greatly improves the performance of the whole industry.

view paper (if available)

Strategy-Structure Fit in the Shadow of Exploration-Exploitation

Author: **Mu-Jeung Yang**; U. of Utah, David Eccles School of Business

Author: **Bryan Hong**; New York U.

Author: **Lorenz Kueng**; -

This study provides the first large-sample test of Chandler's famous strategy-structure hypothesis in the context of the exploration-exploitation trade-off. To this end, we construct measures of the degree to which strategies and organizational structure are oriented towards exploration as opposed to exploitation for a representative panel dataset of all Canadian business firms. We obtain three main results. First, high intensity of exploration strategies is negatively related to high intensity of exploitation strategies, as implied by a strategic exploration-exploitation trade-off. Second, higher relative importance of exploration (exploitation) in strategy is systematically correlated with more adoption of organizational practices that support exploration (exploitation). We show that this pattern holds dynamically as well, as strategic repositioning towards exploration is systematically correlated with restructuring towards exploration-supporting practices. Additionally, this strategy-structure relationship continues to hold if we instrument strategic positioning using firm peers. Third, intensifying low-cost competition, which reduces the benefits of exploitation strategies leads to a systematic shift towards more exploration strategies, while increasing misalignment between strategy and structure.

view paper (if available)

The Strategic Drivers of Proactive Investor Attention

Author: **Rosa Kim**; U. of Minnesota

Author: **Mary J. Benner**; U. of Minnesota

Publicly-listed companies increasingly face pressures from the public equity market. Recently these market pressures have arisen from activist hedge funds who buy blocks of shares in a firm's

Configuring and Governing a Nested Entrepreneurial Ecosystem for Interorganizational Ambidexterity (WITHDRAWN)

Author: **Amadou Lô**; Toulouse Business School

Author: **Christina Theodoraki**; Toulouse Business School

This paper examines the mechanisms through which corporations can achieve ambidexterity based on entrepreneurial ecosystems. The emergence of entrepreneurial ecosystems provides an alternative approach for large corporations to capture and co-create value across institutional boundaries. This paper explores this perspective by connecting the interorganizational ambidexterity literature with the emerging concept of entrepreneurial ecosystems through a case study. Specifically, we examine a space dedicated to collaboration with external actors initiated by a large industrial corporation in collaboration with 22 other selected organizations and start-ups stemming from the Parisian entrepreneurial ecosystem. Our results reveal the necessary configuration (spatio-material and sociocultural attributes) for supporting explorative activities and the balanced management (democratic governance combined with leadership) of a nested entrepreneurial ecosystem for ensuring ambidexterity for large corporations. Our findings shed new light on the ambidexterity and entrepreneurial ecosystem research streams and provide guidance for managers and future research.

[view paper \(if available\)](#)

The Emergence of Digital Platform Ecosystems: A Problem-Solving Perspective

Author: **Ramya Krishna Murthy**; Schulich School of Business

Author: **Anoop Madhok**; Schulich School of Business

In digital platforms value is co-created by platform sponsors and complementors and fundamental to such co-creation is a shared understanding of the scope of activities of the respective actors. The platform sponsors' choice of scope is critical at the initial stage to attract participation of the autonomous complementors although neither the complementors nor the complements are known ex- ante. In this paper, we address how a platform

stock with the intent to intervene in the firm's management. Despite the growing presence of activist investors, the nature of strategies that garner attention from these investors is not well known. This study uses the theoretical lens of a lemons problem in strategies, arising from information asymmetry and adverse selection issues in public equity markets, to argue that as companies' strategies are incongruent with the expectations of market participants and therefore more difficult to understand, they are prone to public market dissent and likely to garner more attention from investors seeking involvement in management. Using a hand-collected proprietary database of SEC 13D filings and proxy statements, we find that companies' increasing levels of strategic incongruence tend to be positively associated with attracting proactive investor attention.

[view paper \(if available\)](#)

Community-Based (Dis)Advantage?: An RBV View of Community Driven Performance Gains and Latent Hazard

Author: **David G. Sirmon**; U. of Washington

Author: **Greg Fisher**; Indiana U.

Author: **Alex Michael Murray**; U. of Oregon

Community is often excluded from stakeholder-focused research. However, some scholarly work identifies community as a driver of firm advantage, while other work suggests that communities can be turn antagonistic towards previously supported firms. We draw on Resource-based View and Resource Dependence Theory to address the complicated nature of community and its effects on engaged firms. First, we argue that when proximal (contributing to the firm's co-specialized resource bundle) community, indeed, is a central stakeholder. However, because proximal community holds a utility function that is different from other proximal stakeholders (community seeks to strengthen community identify as opposed to help ensure the firm is profitable in order to share in those profits) it simultaneously drive performance gains as well as produces a latent hazard; a hazard that if triggered leads the community to swiftly enact antagonistic actions against a previously supported firm. More specifically, we argue that community size,

sponsor's choice of scope can attract complementors and facilitate the emergence of an ecosystem. Using the problem-solving perspective, we demonstrate that for successful emergence of de novo ecosystems the platform sponsors' choice of activity scope should be aligned with the problem they seek to solve. We test our arguments, using fuzzy-set qualitative comparative analysis on a dataset of crowdfunding campaigns of aspiring platform sponsors, and identify multiple pathways, representing distinct configurations of problem dimensions and scope, for successful emergence of ecosystem around incipient platforms.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

commitment and resource provision simultaneously drive performance gains characterized with diminishing returns as well as a community-based latent hazard. However, not all community-engaged firms face the same threat in terms of the latent hazard being triggered. We identify contingencies that increase mutual dependence between the community and firm, thereby desensitizing the triggering of said latent hazard. In total, our research extends RBV and captures the complexity of navigating a community-centric strategy.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Social Comparisons and Multiple Aspirations in Performance Feedback (session 1151)

Different Types of Performance Feedback and their Distinct Influence on CSR Engagement

Author: **Sofia Angelidou**; U. of Liverpool Management School

Author: **Charalampos Saridakis**; Leeds U. Business School

Drawing on the behavioral theory of the firm, and particularly on performance feedback, we tested the influence of discrepancies between corporate financial performance and aspirations on the decision to engage in corporate social responsibility. Our findings highlight the importance of performance feedback in stimulating varying firm decisions when setting the level of their social engagement. Our empirical evidence shows that as financial performance rises above historical or falls below social aspiration, the firm's engagement in CSR activities decreases, whereas as financial performance rises above social or falls below historical aspiration, the firm's engagement in CSR activities increases. Our findings shed light on the underlying mechanisms that lead to opposing interpretations of achievement and variations in the perception of risk- an issue that has received very

TIM

Adaptation and Change: TIM Conversations - Globalization, Localization & Innovation (session 1157)

Business Model Innovation in China: From Novel Elements to Architectural Innovation

Designated as a "Best Paper" for TIM

Author: **Qinli LU**; EPFL

Author: **Christopher L. Tucci**; Imperial College Business School

Author: **Johann Peter Murmann**; U. of St. Gallen

Author: **Ji-Ye Mao**; School of Business, Renmin U. of China

Author: **Chaoyuan Deng**; U. of St. Gallen

There is a widespread perception that Chinese companies, compared to their Western counterparts, are not good at creating novel products and services. But in the arenas of e-commerce and other digital businesses, Chinese companies such as Alibaba and Tencent have become highly successful. This has led some observers to hypothesize that while Chinese firms may not excel at developing new-to-the-world products and services, they may be very good in inventing new-to-the-world business models (BMs). To explore this phenomenon, we analyzed 137 suggested innovative BMs in detail to investigate

little attention in prior empirical research.

[view paper \(if available\)](#)

Strategic Social Comparisons: How Historical Performance Influences Reference Group Selection

Author: **Jingyi Wang**; UNSW Sydney

Author: **George A. Shinkle**; UNSW Sydney

Author: **Lingli Luo**; Zhejiang GongShang U.

This paper examines organizational heterogeneity in social comparison related to organizational aspirations. Organizational social comparison is the process wherein an organization compares performance with its reference group. Combining the organizational aspiration literature and the social comparison literature, we investigate the immediate and deferred influences from organizational self-comparative performance (difference between organizational performance and aspiration) on social reference group selection. Our theorizing is based on the activation of different social comparison motives. We hypothesize that an organization progressively narrows the performance range of its social reference group when performance increases, while first narrows and then broadens the industry range of the group as performance increases from below to above aspiration. We also hypothesize that higher variance of self-comparative performance across time weakens the effect from positive self-comparative performance; while it strengthens the effect from negative self-comparative performance. We utilize one-step system GMM estimations on a secondary dataset of 1,127 North American listed firms from 2006 to 2015. The results partially support our hypotheses. Our research advances the knowledge on organizational heterogeneity in social reference group selection by expanding the role of historical performance, adding the self-improvement motive of social comparison, and highlighting the time dimension when investigating relevant antecedents.

[view paper \(if available\)](#)

new-to-the-world features, yielding an overview of business model innovation (BMI) in China. Based on these cases, we propose a theoretical framework to show how innovative features can prompt successful BMI. We summarize the lessons to be learned from BMI in China.

[view paper \(if available\)](#)

Global Networks, Local Specialisation and Regional Patterns of Innovation

Author: **Andrea Ascani**; Gran Sasso Science Institute

Author: **Luca Bettarelli**; -

Author: **Laura Resmini**; -

Author: **Pierre-Alexandre Balland**; Utrecht U.

A large academic consensus exists on the idea that successful innovative processes are geographically bounded within regions. Nevertheless, the ability of regions to capture and re-use external knowledge is also regarded as a fundamental element to sustain and refine the local profile of specialisation and competitiveness. The present article combines these views to investigate the sources of the regional innovation process, by analysing data on Italian regions over the period 2007-2012. We define regional external networks based on all the foreign subsidiaries of local multinational enterprises identifiable as global ultimate owners. Our main results suggest that both the internal specialisation and the outward networks can generate indigenous innovation, but the role of the networks varies substantially according to its density, its degree of complementarity with the specialisation profile, its geographical spread and the specific location of the foreign subsidiaries. Our results, then, support a view of the regional innovation as an interactive process whereby valuable knowledge resources are not only generated within the reach of the local economy, but they are also integrated with external inputs. This contrasts with recent anti-globalisation views according to which the increase in the foreign operations of national companies impoverishes the local economy.

[view paper \(if available\)](#)

Aspiration Adaptation to Multiple Performance Comparisons: Generic Strategy as Information Filter

Author: **Karen Ruckman**; Simon Fraser U.

Author: **Daniela Blettner**; Simon Fraser U.

When adapting aspirations, managers compare their firm's performance to their own past aspirations and to performances of social reference groups. In this paper, we explore how firms adapt their aspirations in response to comparison with three social reference groups and argue that generic strategy functions as a filter in the process of interpreting performance feedback. In a longitudinal sample of U.S. airline companies, we show that low cost or differentiation strategy moderates the performance feedback process in that firms with a well-defined generic strategy are heavily influenced by their own performance feedback when underperforming and the social reference groups that most closely align with themselves when overperforming.

[view paper \(if available\)](#)

Self-Evaluation Bias and Social Comparison Motives: A Field Experiment on Social Aspirations

Author: **Yun Hou**; National U. of Singapore

Based on a field experiment at Singapore hawker centres, I examined the effect of social comparison information on levels of social aspirations. I built my theoretical argument by integrating self-evaluation bias into the process of forming aspiration levels under the influence of social comparison information. I argue that social comparison information triggers a self-improvement motive for managers underestimating their relative performance, and this motive leads to higher social aspiration levels. However, if managers display overconfident self-evaluations, social comparison information negatively affects social aspirations for them as they are prone to self-enhancement motive. I test my hypothesis in a field experiment setting. I recruited food stall managers from hawker centres in Singapore and randomize them into treatment and control, so I can empirically show the existence of self-evaluation bias held by real business managers and gauge the causal effect of social

A Wave-Type of Real-Time Translation Work: Shifting the High-Speed-Rail Scientific Frontier in China

Author: **Kun Zhang**; U. of Queensland

Author: **Yunxia Zhu**; U. of Queensland

Author: **Peter W. Liesch**; U. of Queensland

Author: **Alexandra Kriz**; U. of Queensland

Author: **Hao Jiao**; Beijing Normal U.

This paper uses data from a qualitative study and a range of secondary sources to explore both the micro-level practices of real-time translation work and the macro context in which they occur. The aim of this paper is to explicate the nature of the translation work undertaken by a collective of actors to translate high-tech knowledge in multiple practical settings in responding to social and legitimacy pressures. In examining how the knowledge of constructing High-Speed-Rail (HSR) lines was translated into the Chinese context I draw a qualitative analysis to reveal the intricacies of the dynamic and ongoing translation work of high-tech knowledge and identify the patterns of the translation work as it develops. As such I contribute to the literature of Scandinavian institutionalist translation by first theorising the micro-practices actors undertaken, identifying the macro-level social entities, and secondly by relating them to a wave-type translation work - an evolving phenomenon. In doing so I argue that translation work in this distinctive socio-political context is dynamic in nature as the directions and outcomes of real-time translation work is a function of the ongoing energy - the collective interests which correspond with macro-level social entities.

[view paper \(if available\)](#)

Knowledge Without Borders: A Systematic Review of Knowledge in Chinese Multinational Enterprises

Author: **Yulun Ma**; VU Amsterdam

Author: **Oli Mihalache**; Vrije U. Amsterdam

Research on the knowledge management practices of Chinese MNEs has increased considerably in the past 15 years that reflects the growing tendency of pursuing technologies to promote competitiveness and performance. However, the understanding of critical factors in Chinese MNEs affecting knowledge

comparison information on social aspiration levels. The empirical findings support my hypothesis.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

acquisition, transfer, and utilization still insufficient due to fragmentation. This systematic review synthesizes and integrates insights from 101 selected articles from top business and management journals that develop a comprehensive framework for critical influential factors and the evolution of knowledge management behaviors of Chinese MNEs. This study identifies several promising research avenues for stimulating future research, besides the snapshot of the knowledge management process in Chinese MNEs. Particularly, we propose that future researchers should focus on the new trends of knowledge management of Chinese MNEs in this coming digital era, and the shift mechanism of knowledge exploitation to innovativeness-based knowledge exploration and integration.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

ENV2: TIM Conversations - Information Asymmetry & Remedies for Entrepreneurial Firms (session 1153)

The Second Most Important Pitch: How Nascent Digital Ventures Build Credibility by Briefing Analysts

Author: **Neil Pollock**; U. of Edinburgh business school

Author: **Duncan Chapple**; U. of Edinburgh business school

Author: **Suwen Chen**; U. of Edinburgh business school

It is well known that if nascent ventures secure coverage from an intermediary, this enhances their credibility, but detailed examination of how intermediaries decide to focus attention on particular ventures, and what their backing provides, are rare. Based on an inductive qualitative study in the digital area, we develop a process model describing the mechanisms by which digital ventures engage with intermediaries along a continuum where they move from being an

TIM

IP Strategy: IP and Novel Value Appropriation (session 1156)

That's Mine! Employee Side Projects, Intellectual Property Ownership, and Innovation

Author: **Xi Wu**; Fox School of Business, Temple U.

Author: **Min-Seok Pang**; Fox School of Business, Temple U.

Author: **Charlotte Ren**; Fox School of Business, Temple U.

Working on side projects outside their work hours is a growing trend for many high-skilled knowledge workers. While employees might believe that anything they create in their spare time belongs to themselves, it is not always the case. In a legal case of Alcatel v. Brown, a Texas court ruled that employers own rights to employees' intellectual property (IP), including ideas of their side projects. Relatively little is known about the effect of the legal protection of employees' IP rights on innovations. We leverage the Alcatel v. Brown case as an exogenous shock and apply a difference-in-differences model to examine how the legal case

unknown quantity to participating in their screening processes to being able to leverage intermediary support as a credibility strategy. We reveal how it is becoming common for nascent ventures to pitch to intermediaries to win their attention rather than carry out generic market actions as suggested by the literature. Through drawing on valuation studies scholarship, we identify the critical processes in these pitches that facilitated movement along the continuum. Our study extends understanding of why nascent ventures successfully pitching to analysts and receiving positive evaluations is essential in furthering their growth and development.

[view paper \(if available\)](#)

Dude, What Did You Get from Your Parents? Learning by Investing in Industry Incumbents' Spinouts

Author: **Yoon Jung Kwon**; Rice U.

Author: **Anthea (Yan) Zhang**; Rice U.

This paper examines how a firm's knowledge dependence on the incumbents of an industry affects its choice of corporate venture capital (CVC) investees. We argue that since spinouts, defined as entrepreneurial ventures started by prior employees of the industry's incumbent firms, inherit knowledge of their parent firms, investing in spinouts allows CVC investors to indirectly access knowledge of the spinouts' parent firms. Using a sample of CVC investments that took place in the U.S. semiconductor industry in 2006-2015, we find that a CVC investor that has a higher level of knowledge dependence on industry incumbents is more likely to invest in a spinout venture than in a non-spinout venture in the industry. We also find that a CVC investor's knowledge dependence on a specific spinout's parent increases the likelihood that the CVC investor invests in the spinout, and this effect is strengthened when multiple founders previously worked for the parent firm. Bridging the CVC literature and spinout literature, our paper demonstrates that CVC investments not only allow firms to access knowledge of the ventures in which they invest, but also access knowledge of other firms that are related to the investees.

[view paper \(if available\)](#)

affects innovation activities. We find that following *Alcatel v. Brown*, both patent counts and entrepreneurial activities decrease in counties where employees' ownership of their IP is not legally protected. We also find that this dampening effect is more pronounced in information technology industries. Our work contributes to the literature on innovation management and provides policy implications on intellectual property law.

[view paper \(if available\)](#)

IP Strategies and Firm Value: Do Design Rights Matter? An Exploratory Assessment at the Firm Level

Author: **Michela Laura Bergamini**; KU Leuven

Author: **Bart Van Looy**; KU Leuven

The extent to which firms engage in technological innovation has received widespread attention in the last decades, as unique technologies result in superior value creation at the firm level. More recently, a number of scholars pointed at the distinctive role of design rights as design-driven strategies might equally result in unique and valuable assets. While the premium of patent protection on firm market value has been well documented, the extent to which and under which circumstances design protection also translate in market valuation has received little attention. In this study, we examine both what drives propensity to apply for design protection and whether it pays off for firms to (additionally) consider design rights in their IP portfolios. We rely on a consolidated panel data set (2000-2014) of stock-listed firms, situated in nine manufacturing industries (Automotive, Chemical, Electrical, Engineering, Food, IT-Hardware, Pharmaceuticals, Textiles and Other Manufacturing). We expect the presence and impact (on firm value) of design rights to be more outspoken in mature industries, as well as in industries focusing on end-consumers. While our intuitions hold for the propensity to apply for design rights, we neither observe a positive premium for mature industries nor for customer industries (on average). Only in high tech consumer oriented industries a premium in terms of firm value is becoming (consistently) visible. As such, our findings inspire to rethink the distinctive role of design rights

The Timing Dilemma: Understanding the Determinants of Startups' Patents as Collateral for Loans (WITHDRAWN)

Author: **Xue Yang**; Sichuan U.

Author: **Yuandi Wang**; Sichuan U.

This paper proposes a timing dilemma in which lenders are racing with two forces from the uncertainty of patent valuation and the validity of a patent's economic/legal life. Based on a large sample which contains Chinese startups' pledged patents, we verify the lenders' trade-off between uncertainty and validity over time. We also find that the endorsements from third parties can help lenders cope with the timing dilemma by mitigating uncertainty while saving time. Thus, we further the existing literature by expanding the determinants of using patents as loan collateral from static patent-level factors to dynamic multilevel factors.

view paper (if available)

CVC, Investor Leadership, and Technological Influence of New Venture Invention

Author: **Francesco Di Lorenzo**; Copenhagen Business School

Author: **Rafael Corredoira**; The Ohio State U. Fisher College of Business

Corporate venture capital (i.e. CVC) has received increasing attention as important positive antecedent of investee ventures' innovative performance. Yet, extant literature has mostly focused on the quantity of innovation (e.g. patents count). In this article, we shift the attention towards the quality of innovation of CVC-backed innovative startups. More specifically, we look at technological influence as a novel approach to capture how a specific invention shapes future technological domains. Building on recent works exploring the mechanism underlying the CVC's effect, we propose CVC leadership (i.e. leadership position of CVCs in the venture's investors syndicate) as a driving mechanism to explain investee venture's innovative capabilities development. Analyzing the patents of semiconductor innovative startups from 1985 to 2005, our results suggest that CVC investor leading positions occur in ventures with current

and their antecedents, especially in terms of value appropriation dynamics. We conclude by addressing limitations and by advancing suggestions that imply ample opportunities for future research.

view paper (if available)

Litigating Monetization and Patent Trolls: Evidence from the Patent Market

Author: **Mingtao Xu**; Purdue U., West Lafayette

Firms' valuation of resources depends on their expected value appropriation from the resource. Being important resources, patents are used by firms to practice the technology and to exclude other firms from using the technology. However, the valuation of patents can be drastically different depending on the monetization method, especially when the firm has no interest in the product market. This paper studies patent assertion entities (PAEs) which are firms that use legal threats as the business model to monetize patents. The paper sheds light on various value appropriation mechanisms from patents by examining PAEs' patent acquisitions in the market of technology. I theorize and show that patents with stronger but older technologies are more likely to be acquired by PAEs. Also, PAEs purchase patents with medium exclusion scope. Besides, I show the dependence of litigating monetization on the legal regime by exploiting the enactment of America Invents Act (AIA).

view paper (if available)

Patent Collateralization: The Effect of Policy and Impact on Patenting

Author: **Meijun Liu**; U. of hong kong

Author: **Shuo Li Liu**; Harvard U.

Author: **Yuandi Wang**; Sichuan U.

Author: **Richard Freeman**; Harvard U.

Pledging patents as loan collateral has increased in advanced countries with the growth of intangibles in the value of firms. Despite China's less sophisticated market in intangible capital, collateralization has also increased in China. Using evidence on city-level

technological projects that have less potential for superior inventive capabilities (i.e. lower patent technological influence); yet, once in leading position, CVC investors show a nurturing effect through its leading position improving inventive capabilities of the investee startups. Descriptive evidences suggest that this could be associated to a transfer of technological capabilities. By introducing a temporal dimension to the analysis of the CVC leadership in relation to the investee ventures' technological influence, our study unfolds further both selection and nurturing effects of the complex relationship between innovative startups and CVC investors.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RESEARCH

policies to encourage collateralization in the early 2000s, we find that government efforts to encourage the practice sparked much of China's increase in patent collateralization from 2002 to 2015. Bank lenders – a group more connected to the government than non-bank financial institutions – favored older, larger, private enterprises. The most effective policies provided direct financial support to firms and lending institutions. Policies worked best in cities where intellectual property rights were better protected. By adding value to patents, patent pledge policies induced firms to make more patent applications, potentially encouraging innovation. The impact of government policy on pledging patents as loan collateral reflects the state's continuing entrepreneurial role in capitalism with Chinese characteristics.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

New Product Development: TIM Conversations - New Product Development Speed (session 1154)

Recombinant Capabilities and Technological Catch-Up in Open Innovation Context

Designated as a "Best Paper" for TIM

Author: **Yanting Guo**; School of Management, Xiamen U.

Author: **Gang Zheng**; Associate Professor

Latecomer firms from emerging economies such as China are catching up quickly in recent years, and there is a burgeoning body of literature discussing which capabilities are required for these firms to compete in the global market. In this paper, we maintain that in order to catch up in the fast-changing high-technology industries, a deeper understanding is needed about whether and how the firms' recombinant capabilities – the ability to alter the technological repertoire by recombining existing knowledge elements – can affect the technological catch-up process under the context of open innovation. Using a sample of publicly listed companies in the Chinese telecommunication

TIM

Organizational Innovation: Organizational Learning and Capability (session 1155)

Impact of Knowledge Search Practices on the Originality of Inventions in the Oil & Gas Industry

Author: **Quentin Plantec**; MINES ParisTech, PSL U., Centre for Management Science, i3 UMR CNRS

Author: **Pascal Le Masson**; -

Author: **Benoit Weil**; MINES ParisTech, PSL U., Centre for Management Science, i3 UMR CNRS

The paper suggests a new taxonomy of knowledge search modes to describe the creative process of new invention design, in particular how firms combine knowledge components from their own knowledge base—taking into account both the components and the structures of knowledge bases—with those from newly acquired or newly internally developed. Using network theory techniques, we defined four knowledge search modes: (1) refinement, (2) clustering, (3) absorption and (4) recomposition. We conducted an exploratory study on the oil & gas industry, reviewing 50,776 utility patents filed by 16 major firms between 1989

industry from 2009 to 2015, our results suggest that both the ability of recombinant reuse and recombinant creation represent an opportunity for firms in the emerging economies to catch up; meanwhile, the technological returns from recombinant reuse are enhanced with a higher degree of R&D collaboration. This paper contributes to the literature of catch-up in high-technology industries by examining the dynamic capabilities required for competition in the open innovation context.

[view paper \(if available\)](#)

How Competitive Intensity Affects the New Product Development Outcomes

Author: **Chong Chong Lyu**; School of Management, Xi'an Jiaotong U.

Author: **Feng Zhang**; South China U. of Technology

Author: **Thompson Teo**; National U. of Singapore

Author: **Ting Wang**; Xi'an U. of Technology

New product development (NPD) is essential for securing firms' growth and success when faced with intense competition. However, the issues of the pathways through which competitive intensity affects NPD, and how firm size can play a moderating role in achieving specific NPD outcomes in competitive markets have not been adequately examined. To fill these gaps, the study proposes a research model based on the environment-behavior-performance theoretical framework, and empirically tests relationships among competitive intensity, knowledge integration, organizational unlearning, and NPD outcomes (i.e. NPD innovativeness, NPD speed), as well as the moderating role of firm size. Survey data from 242 Chinese manufacturing firms reveal that competitive intensity is positively associated with both knowledge integration and organizational unlearning. These relationships are moderated by firm size. Specifically, firm size strengthens the relationship between competitive intensity and knowledge integration, and weakens the relationship between competitive intensity and organizational unlearning. Further, by comparing the relative effects of knowledge integration and organizational unlearning on NPD outcomes, knowledge integration is found to have a stronger

and 2016. The results showed, first, that firms relied to varying extents on different knowledge search modes in their invention design processes. Second, reviewing the technological originality of the designed inventions showed that simply absorbing new knowledge components, without major changes in knowledge base structure, was associated with low technological originality, but constituted one of the main knowledge search modes used by the analyzed firms. In contrast, major changes in knowledge base structure favored technological originality, with or without new knowledge components, but were nevertheless the least used mode. Understanding organizational learning practices associated with the phenomena described here can foster innovation performance in firms.

[view paper \(if available\)](#)

Innovating Across Technologies: How Systems Integrators Increase Outsourced Components' Innovations?

Author: **Jose-Mauricio Galli Geleilate**; UMass Lowell

This study addresses the question of how firms taking the role of systems integrators can increase innovativeness by adding new features to their products from outsourced components. We focus on a sample of global automotive manufacturers which have systematically outsourced production of several key components while at the same time remained active in terms of innovation efforts around these component technologies. We provide evidence that as systems integrators increase innovation efforts around outsourced components, they are able to increase new outsourced component introductions that provide important new features to their final products. Yet, we also investigate how systems integrators manage their search efforts regarding these outsourced components' technologies. We find that while increasing search from suppliers' knowledge base for innovation is beneficial to a greater deployment of new components, increasing search from competitors in this context has a detrimental effect on the frequency of new outsourced components' introductions.

relationship with NPD speed than with NPD innovativeness. In contrast, organizational unlearning has a stronger relationship with NPD innovativeness than with NPD speed. This study provides a better understanding of how firms can choose appropriate strategic behaviors to achieve the expected NPD outcomes under intense competition.

[view paper \(if available\)](#)

Managing Complexity: Time Pacing of Product Innovation in the Mobile App Industry

Author: **Pengxiang Zhang**; Darla Moore School of Business, U. of South Carolina

Author: **Scott F. Turner**; U. of South Carolina

Author: **Sali Li**; U. of South Carolina

Time pacing is an important, yet understudied, area of inquiry for strategy scholars interested in fast-changing settings. To date, we know little about the conditions under which time pacing is used. Integrating research on time pacing and complexity, we propose that organizations rely on time pacing to organize important strategic activities, e.g., innovation introductions. Further, we theorize how different forms of complexity challenges condition organizations' use of time pacing as a simple strategic approach. Our theoretical arguments receive significant empirical support based on analyses of generational product innovation in the mobile apps industry. We find that innovation introductions exhibit a regular temporal pattern, i.e., consistent time intervals. Moreover, different forms of complexity expose organizations to distinct challenges, such that product and action complexity facilitate, and market complexity inhibits, the use of time pacing as a simple strategic approach. This study offers important contributions for current understanding of time pacing and complexity.

[view paper \(if available\)](#)

How Can Resource Bundling Affect NPD Speed? The Moderating Role of Business Model Designs

Author: **Jing Ji**; Innovation Management

Author: **Yaqun Yi**; Xi'an Jiaotong U.

[view paper \(if available\)](#)

Are Learning and Innovation Relevant on European High-Tech Family Businesses?

Author: **Victor J. Garcia-Morales**; full professor

Author: **Rodrigo Martin-Rojas**; U. of Granada

Author: **Encarnación García Sánchez**; U. of Granada

Author: **Aurora Garrido-Moreno**; U. of Málaga

The combination of skills and competences with Information Technologies and knowledge may make firms to achieve an excellent command of the current dynamic market. In this sense, the purpose of this article is to check if an excellent performance depends strongly on capabilities and knowledge of businesses. To do it, this paper studies the specific impacts of technological skills and distinctive competencies on organizational performance through innovation and learning in organizations. The relationships were tested empirically using a structural equation model in a sample of 135 European high-tech family businesses. Finally, the article shows the conclusions and sheds some light into literature by providing detailed information on the process of developing technological abilities among the family firm's managers to enhance the learning of every individual to achieve outstanding knowledge; and to facilitate the emergence of organizational innovation enhancing firm performance.

[view paper \(if available\)](#)

Antecedents of Bricolage in Resource-Constrained Firms – Empirical Evidence from Vietnamese SMEs

Author: **Son Thi Kim Le**; U. of Littoral Côte d'Opale

Author: **Laurent SCARINGELLA**; Rennes School of Business

Resource-constrained firms are sometimes able to innovate in unconventional way. The concept of bricolage explains how such firms innovate with only limited resources at hand. Building upon the resources-based view theory, this research suggests bricolage is a strategy to mobilize scarce resources and investigate antecedents of bricolage, including the environment-level determinants and firms'

Author: **Hermann Ndofor**; Indiana U., Indianapolis

Incessant improvements in technology and fast changes in customer needs make it imperative for firms to constantly development new products. How quickly a firm can develop new products affects its competitiveness and thus performance. Prior research has explored how specific firm resources such technological resources can influence new product development (NPD) speed. However, scant research has considered how the ability to bundle and recombine different resources affects NPD speed. Based on resource management theory, this study explores the effects of stabilizing bundling, enriching bundling and pioneering bundling capabilities on NPD speed. Furthermore, it examines how strategy, captured through business model designs moderated this relationship. With a sample of 189 firms, our results show that stabilizing bundling, enriching bundling, and pioneering bundling all can increase NPD speed. Besides, NPD speed increases firm's performance. Efficiency-centered business model design (EBMD) can strengthen both the positive effects of stabilizing bundling and enriching bundling on NPD speed while weakening the positive effects of pioneering bundling. Novelty-centered business model design (NBMD) can decrease the positive effects of stabilizing bundling on NPD speed while increasing the positive effects of enriching bundling.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

internal capability that drive firms' ability of assembling and mobilizing resource. Using quantitative methodology based on a sample of 6,341 small and medium enterprises (SMEs) in Vietnam, this research found that only the lack of infrastructure is an incentive for bricolage, while the shortage of other resources such as finance and human capital are not potential triggers for bricolage. Regarding the effect of firms' capability on bricolage, the connecting and absorbing capabilities of firms appear as central factors that catalyze bricolage. Therefore, absorptive capacity and social networks are found as fundamental elements driving bricolage behavior. Absorptive capacity raises the ability to apply and recombine both internal and external resources in a novel way. Social networks are also an effective instrument in supporting resource- constrained firms to gain more access to external knowledge sources and other resources. This research, thus, contributes 1) more insightful view about antecedents of bricolage and 2) an empirical evidence of these bricolage antecedents.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Talent Management & Innovation: Mobility, Knowledge Flows, and Innovation (session 1158)

How Does Diversity in Employee and R&D Facilitate FDI Knowledge Spillovers: A Threshold Perspective

Author: **Rui Guo**; Queen Mary U. of London

Author: **Lutao Ning**; Queen Mary U. of London

This paper examines how the diversity of a firm's

ENT

Corporate Entrepreneurship (session 1077)

Comparing Practices Across Different External Corporate Venturing Modes: A Qualitative Meta-Analysis

Author: **Alice Rettig**; Freie U. Berlin

Author: **Carolin Auschra**; Freie U. Berlin

For established corporations, external corporate venturing (CV) is an important means to stay

employee composition and R&D structure affect its absorption of foreign direct investment (FDI) spillovers. Using a unique dataset of Chinese firms in Beijing Zhongguancun (ZGC) Science Park from 2005 to 2015, we demonstrate a positive FDI spillover effect on domestic firm innovation. Our empirical results also indicate that a firm's diverse employee composition and R&D spending can improve its absorptive capacities to learn from foreign firms. By employing a seminal dynamic panel threshold model, we further show that after reaching a certain threshold, the increasing diversity of a firm's employee composition begins not to affect the relationship between FDI spillovers and its innovation, while a higher diversity of R&D structure turns into a negative moderating effect. Firms therefore need to place more attention on their diverse innovation structures.

[view paper \(if available\)](#)

Employee Radical Creativity: The Roles of Supervisor Support and Employee Intrinsic Work Goal

Author: **Ying Zhang**; China U. of geosciences Beijing

Author: **Jian Zhang**; U. of Science and Technology Beijing

Author: **Jun Gu**; Monash Business School

Author: **Herman Tse**; Monash U.

We aimed to investigate whether supervisor autonomy support influences employees' radical creativity through their intrinsic work goal orientation and how their willingness to take risks moderates the indirect relationship. We tested our prediction using data from a field study (Study 1: 262 supervisor-subordinate dyads) and two experimental studies (Study 2: 101 Chinese students and Study 3: 157 American working adults). The results of Study 1 showed that supervisor autonomy support was positively related to employees' intrinsic goals and radical creativity, intrinsic goals played a mediated role. The results of Studies 2 and 3 revealed that supervisor autonomy support had a positive impact on radical creativity via intrinsic goals and employees' willingness to take risks moderated the indirect relationship. The results of these three studies suggesting that supervisor autonomy support promotes radical creativity

innovative within rapidly changing environments. Corporates can choose between different external CV modes such as corporate venture capital investments, alliances, and incubators/accelerators in order to reach this goal. Despite several insights on singular external CV modes, a comparison of managerial practices to design and enact each mode is missing so far. The same is true for a process model that takes important decisions and practices within the phases of different external CV modes into account. We address these issues through a comparative analysis of external CV processes with the help of a qualitative meta-analysis. This research design allows us to synthesize, compare, and generalize findings from previously published single case studies. As a result, we propose a process model of external CV that explains commonalities and differences in the practices that enact corporate venture capital investments, alliances, and incubators/accelerators. By comparing the practices of these three external CV modes, we contribute to previous literature in the following ways: first, we develop a process perspective missing so far on external CV. And second, we compare differences and commonalities of managerial practices within three different external CV modes, thereby informing future research as well as practice.

[view paper \(if available\)](#)

Does Corporate Venture Capital Deliver Performance? A Meta-Analysis

Author: **Nikolaus Seitz**; LMU School of Management, Ludwigs-Maximilians-U. Munich

Author: **Erik Lehmann**; U. of Augsburg

Author: **Patrick Haslanger**; U. of Augsburg

The effect of corporate venture capital (CVC) investments is far from being conclusively discussed in literature. Although the expected benefits of CVCs for corporations and start-ups are undisputed, empirical evidence is mixed. We combine and analyze the results of 32 CVC studies, including 105,950 observations: Our results suggest that while CVC investments are positively linked to start-ups' and investors' as well as strategic performance, we find no significant relationship between CVC investments and financial outcomes. The effects are moderated by the timing of the investment, the

through employee intrinsic work goal orientation only when their willingness to take risk is high rather than low.

[view paper \(if available\)](#)

Relinquish or Rejuvenate? How Firms Treat Inventions after Inventor Departure (WITHDRAWN)

Author: **Yanfeng Zheng**; U. of hong kong

Author: **Qinyu Wang**; U. of hong kong

Knowledge worker mobility is often considered as detrimental to knowledge creation and retention for sourcing firms. Integrating insights from the knowledge-based view of the firm and the innovative search literature, we propose that knowledge worker mobility has a dual impact: the loss of tacit knowledge associated with mobility is both a threat to invention value and an opportunity for knowledge rejuvenation. Analyzing a matched sample of over 23,000 inventors and their patented inventions granted during a twenty-year period, we find that firms are less likely to maintain inventions if their inventors leave. However, if maintained, left-behind inventions generate more novel recombination in later development. The dual impact of inventor mobility is further contingent on inventor collaboration networks and knowledge complexity. Our findings show that the tacit knowledge possessed by inventors is a double-edged sword, with implications for research on knowledge worker mobility and knowledge management practice.

[view paper \(if available\)](#)

Too Much Water Drowned the Miller: Returnees and Innovation in High-Tech SMEs

Author: **Linlin Zhang**; Beijing Normal U.

Author: **Ning Gu**; Beijing Normal U.

This study examines the innovation performance consequences of hiring returnees. We argue that the number of returnees has an inverted U-shaped relationship with innovation performance. We also argue that the relationship is moderated by the

country and industry-effects. For instance, CVC investments in North America and the ICT sector report significant positive effects, while we find no statistical evidence for the health care sector.

[view paper \(if available\)](#)

Dynamics of Technological Relationships Between Corporate Investors and their Portfolio Companies

Author: **Peiyi Jia**; U. of Massachusetts Lowell

Author: **Yi Yang**; U. of Massachusetts, Lowell

The purpose of this research is to examine the dynamic trajectories of technological relationships between corporate venture capital (CVC) investors and their portfolio companies. Specifically, we aim to find out how the technological similarity and complementarity between corporate investors and portfolio companies change over time as the relationship evolves. Based on resource dependence theory and competitive analysis, we identify the latent mechanisms that jointly shape the trajectories of the technological relationships. Our findings suggest that both technological similarity and complementarity between corporate investors and portfolio companies follow inverted U shape trajectories. We further test moderating effects and demonstrate that the shapes of trajectories are contingent on the level of technological dynamism faced by corporate investors and the same industrial affiliation between two sides of the CVC relationship. This study contributes to the CVC literature by being the first to study the dynamics of relationship evolution.

[view paper \(if available\)](#)

Motivating Corporate Entrepreneurial Effort: Champions, Followers, and How Innovation Climate Matter

Author: **Marina Biniari**; Aalto U.

Author: **Erik Monsen**; U. of Vermont

Author: **Joakim Wincent**; Luleå U. of Technology

Author: **Teemu Kautonen**; Aalto U.

Author: **Marco Van Gelderen**; Vrije U. Amsterdam

Drawing on Self-Determination Theory and

absorptive capacity, incubator and collaboration with local institutions. We test these arguments using data of 5076 high-tech SMEs in China from 2010 to 2013, and find support for our hypotheses. The study suggests that it is vital for high-tech SMEs to recruit returnees properly based on their own situation to achieve superior innovation performance.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

championing research, we hypothesize that intending to act as champion or follower of corporate entrepreneurial projects moderates the translation of autonomous and controlled motivations into corporate entrepreneurial intentions and subsequent effort. From a situated cognition perspective, we further hypothesize that pro-innovation organizational climate perceptions moderate the project champions and followers' long-term corporate entrepreneurial efforts. We test these hypotheses using longitudinal surveys of 326 Finnish employees. We find that, while both autonomous and controlled motivations drive followers' corporate entrepreneurial intentions, only controlled motivations drive champions' corporate entrepreneurial intentions. Furthermore, we find that pro-innovation climate positively moderates the relationship between earlier intentions and later corporate entrepreneurial efforts only for champions, but not for followers.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Crowdfunding 2 (session 1076)

The Role of Equity Crowdfunding Platforms for New Venture Financing

Author: **Julian Bafera**; U. of Wuppertal

Author: **Simon Kleinert**; Maastricht U., School of Business & Economics

Author: **Christine Katharina Volkmann**; U. of Wuppertal

Equity crowdfunding platforms allow only a fraction of ventures to launch campaigns. This first quantitative study of how platforms evaluate the quality of applicants uses an experimental conjoint analysis. It applies signaling theory to investigate whether patents, team experience, sales alliances, and venture capital backing result in positive evaluations by platforms. All four criteria matter; team experience matters most. The authors also randomly assign platform decision makers to evaluate firms from high-tech industries with high

ENT

Education 2 (session 1071)

College Education and Pull-Push Entrepreneurship: Impact on African Americans and Hispanics

Author: **Wei Chen**; U. of Mary Washington

Author: **Xuguang Guo**; California State Polytechnic U., Pomona

Author: **Denis Iurchenko**; California State Polytechnic U., Pomona

Using the U.S. Current Population Survey (CPS) between 1989 and 2018, this study examines the effect of college education on pull/push entrepreneurship. It specifically compares African Americans and Hispanics with Whites. Based on a sample size of 1,657,014 individuals, the study finds that college education increases incorporated self-employment and reduces unincorporated self-employment. The impact of college education on incorporated self-employment is stronger for African Americans and Hispanics than for Whites. In

levels of information asymmetry and from mainstream industries. The only difference that emerges is that decision makers attach significantly greater importance to sales alliances of mainstream companies than of high-tech companies.

[view paper \(if available\)](#)

Crowdfunding Platforms and the Threat of Copycats

Author: **Susan L. Young**; Kennesaw State U.

Author: **Birton Cowden**; Kennesaw State U.

Scholarly attention on crowdfunding has primarily focused on understanding campaign success. What has yet to be understood are the implications of worldwide visibility to the ventures on these platforms, where economic actors from other institutional environments can capitalize on the entrepreneur's idea with little consequence. Using the exemplar of FinalStraw, we argue that because the entrepreneurial venture is displayed to varying economic actors across differing institutional environments, the venture must rethink its financing, marketing, and R&D practices. Our findings have implications for information asymmetry inherent in open vs. closed systems and the sense of community engendered by crowdfunding platforms.

[view paper \(if available\)](#)

Is Equity Crowdfunding Always Good? Deal Structure and the Attraction of Venture Capital Investors

Author: **Vincenzo Buttice**; Politecnico di Milano

Author: **Francesca -. Di Pietro**; Trinity Business School, Trinity College Dublin - U. of Dublin

Author: **Francesca Tenca**; Politecnico di Milano School of Management

This paper provides evidence that equity crowdfunding has implications for firms long after the capital raised through the campaign is injected. Using a unique dataset of 290 firms that successfully fundraised via the two most prominent UK equity crowdfunding portals, we examine how different

contrast, its effect on unincorporated self-employment is stronger for Whites than for African Americans and Hispanics. We discuss implications for theory and practice.

[view paper \(if available\)](#)

Formal Education and Opportunity Entrepreneurship: The Contingent Role of Regulatory Efficiency

Author: **Pourya Darnihamedani**; Utrecht U.

Individuals with dissimilar levels of education do not perceive and act upon entrepreneurship in the same way since their opportunity costs, access to resources and motivations differ. While the efficiency of regulations varies substantially among countries, imposing additional costs and risks entrepreneurs, we integrate insights from institutional theory and recent literature on entrepreneurship to better understand how regulatory efficiency affects opportunity entrepreneurship among individuals with dissimilar levels of education. We look into business freedom, labor freedom, and monetary freedom using data from over 845,000 individuals in 74 countries. We find that the positive effects of monetary freedom on opportunity entrepreneurship is stronger for more highly educated individuals while negative effects of business freedom is more pronounced for less highly educated individuals. Our results show that regulatory efficiency may widen the gap between individuals with dissimilar levels of education concerning new venture quality.

[view paper \(if available\)](#)

The Impact of Students' Human Capital Investment on Entrepreneurial Outcomes

Author: **Thomas Hipp**; U. of Mannheim / Germany

This study examines how university courses in entrepreneurship are associated with long-term entrepreneurship outcomes. Drawing on human capital theory, I argue that entrepreneurship courses are helping to produce more entrepreneurship activity. I extend the view of

shareholder structures, namely the nominee vs. the direct shareholder structure, affect the attraction of venture capital financing. From the comparison with a control group of twin firms that did not receive any external seed financing, we find that a successful equity crowdfunding campaign accelerates the attraction of VC financing. This association is stronger for equity crowdfunding campaigns with a nominee shareholder structure, while it weakens when the direct shareholder structure is chosen. Compared to a different control sample of angel-backed firms, equity crowdfunded firms with a direct shareholder structure are slower in receiving follow-on VC financing, while receiving equity crowdfunding through the nominee structure accelerates the attraction of follow-on VC financing.

[view paper \(if available\)](#)

Successful Funding Through the Crowd: Towards a Research Synthesis Framework

Author: **Maren Rottler**; U. of Mannheim / Germany

Author: **Bernd Helmig**; U. of Mannheim

In the past ten years, crowdfunding has emerged as promising online fundraising tool for entrepreneurial finance and has inspired a rich body of literature. Due to the different crowdfunding types and success models, multidisciplinary findings on crowdfunding performance are fragmented and there is needs for theory building. With this paper we explain how and why crowdfunding campaigns are successful. We apply mechanism-based theorizing and develop an explanatory research synthesis framework based on fifty-seven evidence-based empirical crowdfunding studies published in the top management and business journals. We identify five social mechanisms and their boundary conditions. Crowdfunding success can be explained by relational, economical and personal impact considerations of individuals, which are formed and guided by social norms. When the context specific social norms and cognitive level aspects align and induce trust in beneficial outcomes of the own behavior, reciprocity and social sanctioning drive collective action and crowdfunding success.

[view paper \(if available\)](#)

entrepreneurship outcomes beyond just venture creation and include all professions with an entrepreneurial predisposition. By using publicly available data from the Internet and a professional social networking site I create unique dataset. Analyzing a sample of 2.531 university students between fall 2009 and spring 2018, I find evidence that entrepreneurship courses increase the probability for a participating individual to work in an entrepreneurial position or to start a business. Furthermore, while theoretical courses are higher associated with entrepreneurial job positions, practical courses increase the probability for venture creation. Interdisciplinarity in education I found also to be an influencing factor on entrepreneurship outcomes. I use a logistic regression model for my analysis. This study contributes to the understanding of the effect of entrepreneurship education at university level on long-term entrepreneurship outcomes. Given my new approach to the subject, this study should be seen as a preliminary study to investigate if the data collection method used is valid and I plan on extending in subsequent research.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Entrepreneurship and Behavioural Biases (session 1078)

Learning the Bias? How Successor Pre-Succession Firm Experience Affects Family

Author: **Baris Istipliler**; U. of Mannheim / Germany

Author: **Jan-Philipp Ahrens**; U. of Mannheim

Author: **Suleika Bort**; Chemnitz U. of Technology

Author: **Andrew Jay Isaak**; U. of Mannheim

Prior research shows that learning performance enhancing stewardship behavior in family firms is frequently achieved through the experiences gained inside the firm prior to succession. However, upper echelons research on managerial decision making shows that this experience inside the family firm may lead to cognitive biases which decrease firm performance. This study addresses these two opposing views via using a sample of 804 German family firms. Our findings reveal that the detrimental effects of cognitive biases arising from pre-succession firm experience have overall a negative impact on post-succession family firm performance. However, this relationship is moderated by different individual and firm level factors. In particular, our results show a u-shaped impact for a non-family successor and a successor with academic education. Furthermore, the overall negative effect of pre-succession firm experience is aggravated for firms introducing product innovations and firms operating in dynamic high R&D intensive industries.

[view paper \(if available\)](#)

Other-Regarding Preferences in Social Entrepreneurship: The Role of Values and Empathy. (WITHDRAWN)

Author: **Jeffery McMullen**; Indiana U. - Kelley School of Business

Author: **Katie Ingram**; Indiana U. - Kelley School of Business

Author: **Alex Kier**; Washington State U. Vancouver

ENT

Family Firm: Behavior (session 1072)

Back to the Roots: Applying the Concept of Basic Human Values to Understand Family Firm Behavior

Author: **Philipp Julian Ruf**; U. of Siegen

Author: **Sven Wolff**; U. of Siegen

Author: **Birgit Felden**; Berlin School of Economics and Law

This study examines the influence of individual owner-manager values on the different dimensions of socioemotional wealth in family firms. We theorize that values of owner-managers in family firms are one of the underlying motivators for SEW behaviors. By using structural equation modeling, we show the connection between values and SEW. Results show that different values influence different dimensions of SEW; splitting the FIBER scale into two dimensions, one focused on social interests and the other on personal interests. Our findings help to understand the importance of individual values, advance SEW research and contribute to the understanding of family firm behavior.

[view paper \(if available\)](#)

Integrating Professionalization and Managerialization in Family Firms

Author: **Damiano Petrolo**; U. of Rome Tor Vergata

Author: **Luca Gnan**; U. of Rome Tor Vergata

Author: **Wim Voordeckers**; Hasselt U.

Author: **Frank Lambrechts**; Professor Organizational Learning & Change

This paper aims to map the intellectual structure of professionalization and managerialization in family firms, to make explicit the implicit link between them, and to reveal the reasons why considering them jointly is important for future research. The

Numerous studies have suggested that values and empathy are likely to be important predictors of social entrepreneurship, but empirical, quantitative research on the isolated effect of each has been limited, and empathy has yet to be examined as a possible moderator of the relation between values and social entrepreneurship. Based on a stratified sample of 329 executives, including 103 founders of Benefit Corporations (BCorp), we build on Schwartz's (1992) values theory and Davis's (1983) distinctions of cognitive and affective empathy to determine whether social entrepreneurs differ from other executives in terms of empathy and values. We additionally examine whether empathy moderates the relations between values and employment choice, using our findings to build theory on entrepreneurial action and the entrepreneur as an individual.

[view paper \(if available\)](#)

Optimism & Overconfidence in Strategic Decision Making - Are Managers & Entrepreneurs Really Different?

Author: **Nadine Alexandra Chochoiek**; Bundeswehr U. Munich

Author: **Laura Rosendahl Huber**; Rotterdam School of Management, Erasmus U.

Author: **Randolph Sloof**; U. of Amsterdam

Empirical evidence supports the conventional wisdom that entrepreneurs are more optimistic and overconfident than others. However, the same holds true for top managers. In this lab-in-the-field experiment we directly compare the scores of entrepreneurs, managers and employees on a comprehensive set of measures of optimism and overconfidence (n = 2,404). The results show that on average entrepreneurs and managers are more optimistic than employees in their dispositional optimism and explanatory style of past events. For an incentivized measure of overconfidence we find no difference between entrepreneurs and managers, who both are more likely to overestimate their own abilities compared to employees. Finally, exploration of within-group heterogeneity shows that these observations hold true for various sub-groups of entrepreneurs and managers. We conclude that optimism and overconfidence are

authors have used both bibliometric analysis and systematic literature review methodologies to analyse scientific articles published in the last ten years. This study is built on and expands upon existing literature concerning professionalization and managerialization in family firms by considering different streams of research. Addressing one of the most contentious issues in family businesses research, the results of this review are directed towards both scholars and practitioners by highlighting the importance of professionalization and managerialization in family firms and establishing avenues for future research.

[view paper \(if available\)](#)

More than Meets the Eye: Managing Complex Dynamics in Family Business Groups

Author: **Marita Rautiainen**; Lappeenranta-Lahti U. of Technology LUT

Author: **Allan Fernando Discua Cruz**; Lancaster U. Management School

Author: **Timo Pihkala**; Lappeenranta U. of Technology

Author: **Maria Jose Parada**; ESADE/JIBS

Author: **Naveed Akhter**; Jonkoping International Business School

The management of family business groups is extremely complex. Internal complexity, which is a cause for failure of organizations, has been under explored. We study how family business groups manage their internal complexity to be able to survive over time. In this study, we bring together the case study method and complexity science to suggest new ways to study family business groups. We focus on a Finnish family business group and provide an empirical illustration, based on a large family business case, of how structural and cognitive complexity is dealt with.

[view paper \(if available\)](#)

The Impact of Sociohistorical Changes on Family Business: A Conceptual Model

Author: **Kirsten Bullock**; U. of Louisville

indeed characteristics of entrepreneurs, but they are not unique when compared to (top) managers.

[view paper \(if available\)](#)

Two Sides of the Same Coin: The Effects of Overconfidence on Entrepreneurs' Ability to Innovate

Author: **Maria Claudia Angel Ferrero**; IAE Montpellier - U. of Montpellier

Author: **Véronique Bessièrè**; IAE Montpellier - U. of Montpellier

Research has pointed out that overconfidence, optimism, and risk-taking play an essential role on entrepreneurs' behavior. However, extant entrepreneurship research reveals that there is a dark side to the entrepreneur' profile and while some cognitive factors might be overall beneficial for entrepreneurship, the effects can differ depending on context as well as on the level to which these factors appear in founders. Drawing on a sample of 84 entrepreneurs, we investigate the impact of overconfidence, optimism and risk-taking on entrepreneur's creativity and ability to innovate. Our results suggest that the relationship between overconfidence and entrepreneur's decision to innovate follows an inverted "u-shape". This means that overconfidence has a beneficial effect up until a certain level, that when reached the effect on innovation becomes negative. Our findings contribute to and reconcile the different perspectives on entrepreneur's overconfidence as both boosting and threatening innovation.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

This paper seeks to explore the impact sociohistorical changes might have on the population of family businesses. The specific changes included are living longer, having fewer children, delaying or choosing not to marry, being a single parent or cohabitating, and increasing divorce rates. If families running family businesses experience these same shifts, due to various changes in the way the firm operates, family firms may see negative impacts on innovation, firm performance, and transgenerational intent, resulting in increased family firm disbandings and decreased family firm foundings. In addition, the paper proposes that these changes might negatively impact levels of entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Insights on Entrepreneurial Process (session 1075)

Unexpected Events, Opportunity Images, and Entrepreneurs' Responses to the Unanticipated

ENT

Mental Health and Entrepreneurship 4 (session 1074)

Parental Emotional Support as a Driver of Next Generations' Family Business Succession

Author: **Matthew Steven Wood**; Baylor U.
Author: **Rene Bakker**; Rotterdam School of Management, Erasmus U.

Entrepreneurs are often confronted with unexpected events. Yet we know very little about the ways in which unexpected events manifest in entrepreneurial efforts. Entrepreneurship and management theory have traditionally viewed the process of individuals processing novel incoming information through the lens of “normalization”, meaning one systematically analyzes data, looks for commonalities, identifies trends and then takes isomorphic action. We argue that an explanation for how entrepreneurs deal with unexpected events does not fit this pattern and requires a different theoretical lens, one we coin “exceptionalization”. We theoretically elaborate exceptionalization as a process of embracing schema-incongruent information, inductively updating opportunity images, and acting in one of four ways: abandoning, self-deception, routinization, or improvisation. This new theory identifies entrepreneurs’ perceptions and considerations of unexpected events as an influential, yet previously overlooked lever in the genesis and pursuit of entrepreneurial endeavors.

[view paper \(if available\)](#)

Activity Sequencing in Startups

Designated as a “Best Paper” for ENT
Author: **Amir Sariri**; U. of Toronto, Rotman School of Management

Activity prioritization in early-stage startups is at the heart of entrepreneurial strategy. In this paper, I investigate the sequence of startup activities over time to understand the mechanisms underlying this prioritization. I develop a novel activity typology using a rich database of 371 early-stage, science-based startups. Exploiting the variation between activities proposed by founders of startups and separately by a group of exited entrepreneurs and venture investors (mentors), I report under-emphasis of search and analysis activities by founders. I also show mentors' prioritization of learning is associated with the startup's stage and is not blanket advice. By invoking a recent literature in economics, I argue that the observed misalignment

Intentions

Author: **Roisin Lyons**; Dublin City U. Business School
Author: **Colm O’Gorman**; Dublin City U.
Author: **Farhad Uddin Ahmed**; postdoctoral Research Fellow
Author: **Eric Clinton**; Dublin City U.

Parents play an important role in shaping the career intentions of their offspring. Building on social cognitive theory, we explore how cognitive factors mediate the relationship between parental emotional support and family business succession intentions. To test our hypotheses, we draw on a sample of 21,984 students from a family business background across 41 countries, derived from the 2018 Global University Entrepreneurial Spirit Students’ Survey (GUESSS). We find that parental emotional support directly influences succession intentions, and that this relationship is mediated by the next generation’s entrepreneurial self-efficacy and their affective commitment to the family business. We also find a moderating effect of birth order, with lower direct effects on succession intentions for children with older siblings. Lastly, we report a gender effect, finding that emotional support has a stronger influence among males. In addition, we contribute to a greater understanding of the nuances of next-generation succession intentions and parental influence for male and female successors.

[view paper \(if available\)](#)

Help, My Venture is Distressed! How Entrepreneurs Feel, Think, and Act During the Resilience Process

Author: **Karlien Coppens**; Ghent U.
Author: **Mirjam Knockaert**; Ghent U.
Author: **Annelore Huyghe**; Cass Business School, City U. London

This study explores the resilience process of entrepreneurs in the adverse context of venture distress. Applying an “unowned” process perspective to resilience, we investigate how entrepreneurs’ feelings, thoughts and actions shape their resilience process under extended adversity. Our longitudinal case study reveals that entrepreneurs’ resilience level fluctuates, so that both upward and downward

between mentor' and founders' sequencing of activities suggests a gap in judgment, and show that this gap is wider between mentors and startups led by first-time entrepreneurs than between mentors and startups led by entrepreneurs with prior founding experience. Finally, I develop and test the hypothesis that sequencing activities in early-stage startups from learning to implementation of ideas and acquisition of resources is predictive of securing successful financing.

[view paper \(if available\)](#)

Ready or Not? The Sequence of Nascent Entrepreneurs' Actions and External Financing

Author: **Casey J. Frid**; U. of St. Thomas, Minnesota

Author: **Jan Warhuus**; Saint Mary's College of California

Author: **William B. Gartner**; Babson College

The set of actions undertaken by nascent entrepreneurs during an organization's emergence is the basis for studying a wide variety of entrepreneurial phenomena, including outcomes such as organizational growth and survival. The act of acquiring external financing is a critical step toward achieving these outcomes, hence this then begs the question, "What actions do nascent entrepreneurs take in order to attain external funding?" In this study we apply an event history model and a framework integrating four major perspectives of entrepreneurship to examine when nascent entrepreneurs acquire external funding during the startup process. We apply this model to nationally representative panel data of nascent entrepreneurs to determine which discrete startup activities are likely to precede external financing. Nascent entrepreneurs tend to take actions that are "resource-light" early in the startup process to build their organizations to a fundable stage before completing more "resource-heavy" activities. However, we provide compelling evidence that some complete resource-heavy actions early and in anticipation of external financing rather than relying on actual use of such funds. Our findings highlight the possibilities of clarifying some of the heterogeneity of entrepreneurial actions to provide a more systematic understanding of organizational emergence and early stage financing.

cycles occur over time. An upward cycle emerges when entrepreneurs feel control over the distress situation and effectively regulate their negative emotions, which leads to fighting behavior (i.e., actions oriented toward recovery). In contrast, a low level of perceived control and a lack of emotion regulation result in freezing behavior (i.e., actions oriented toward survival) and trigger a downward cycle. Importantly, we also uncover that, following a loss (or gain) in perceived control, entrepreneurs can shift from an upward to a downward cycle (or the reverse), as such decreasing (or increasing) their resilience. Our findings provide a granular understanding of the dynamic nature of entrepreneurial resilience. We advance existing literature with important insights into the conditions under which entrepreneurs' persistence in the face of adversity can be fruitful or harmful, and the processes behind venture outcomes (i.e., exit or recovery).

[view paper \(if available\)](#)

Life After Death: Implications of Bereavement for the Post-Succession Process in Family Businesses

Designated as a "Best Paper" for ENT

Author: **Joyce Kox**; Tilburg U.

Author: **Astrid Kramer**; Tilburg U.

In this study, we explore how a family event - the death of a family business leader - affects the way a family business is managed by the family successor during the post-succession stage. When a family business leader passes away, the family has to deal with grief, while at the same time reorganize the business. The death of a family business leader is a stressful event. Family successors need to adapt to their new role and adjust the business to the new reality, while simultaneously dealing with the loss of a loved one. Exploratory, qualitative research among six family businesses shows how the interplay between the process of coping with bereavement and the succession process proceeds through four stages. Firstly, family successors put their grief aside and focus strongly on continuation of the business. Subsequently, they experience tension between the past and present until a turning point, after which they start reorganizing the business. The analysis also identified several boundary conditions that

view paper (if available)

The New Venture Creation Process: A Review and Agenda

Author: **Per Davidsson**; Queensland U. of Technology

Author: **Jan Henrik Gruenhagen**; Queensland U. of Technology

Applying a broad view of 'process research' we review new venture creation process research in leading journals from 1990 to 2019. While we find significant quantitative and qualitative growth, the research is scattered and developments may not match those of entrepreneurship research in general. In an agenda building on review results and exemplary articles, we discuss types of possible contributions; alternatives to sequential process stages; process vocabulary, and topic-specific methods challenges. We hope that our efforts can inspire emerging scholars, colleagues, research leaders and institutional actors in contributing to the future of this core domain of entrepreneurship research

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

TIM
STR

To a New Era of Corporate Venturing? (session 1079)

The aim of this symposium is threefold. First, we aim to gain a better understanding of when firms engage in corporate venturing, how they do so, and how corporate venturing can become better implemented in the long run. Second, we seek to explore connections between an emergent stream

reduce tensions between the family and business role. By elucidating the dynamics of this process, we contribute to research pertaining to succession and the family system.

view paper (if available)

Emotion and Business Exit

Author: **Bahare Afrahi**; Kingston U. London

Author: **Robert Blackburn**; U. of Liverpool

This article examines the impacts of emotional disengagement on business exit strategies. Analysing survey data of 402 entrepreneurs across the UK we find that entrepreneurs' emotional disengagement mediates the relationship between their vision for business and their exit strategies. However, the mediating effect varies according to their planned route to leave, including cessation, harvest, and stewardship. The paper makes three contributions. First, it helps explain the business exit from emotion point of view. Second, by illustrating the emotional disengagement-exit decision relationship, a link is established between research on disengagement and turnover intentions, to the field of entrepreneurship. Third, it provides evidence to help develop relevant non-financial and behavioural orientated support for those entrepreneurs seeking to exit their business.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Uncertainty 2 (session 1073)

Opaque Costly Signals and Debt Contracts in Entrepreneurial Ventures

Designated as a "Best Paper" for ENT

Author: **Lee H. Grumbles**; Oklahoma State U.

Author: **Duygu Phillips**; Oklahoma State U.

Author: **Matthew W. Rutherford**; Oklahoma State U.

New ventures that are unable to fund expansion

of research on new forms of corporate venturing with more established streams on organizational structure and innovation. Third, we aim to provide an overview of the current state of research on corporate venturing, and provide future research avenues. We assembled four empirical papers on corporate venturing that focus on various aspects such as when firms engage in corporate venturing, how they can build the competences to do so, how internal and external corporate venturing activities can best be combined, and, finally, on how internal corporate venturing units can become formally embedded within corporate organizations. Three high-profile scholars specializing in corporate venturing (Robert Burgelman, Stanford University), corporate entrepreneurship (Jeffrey Covin, Indiana University), and corporate venture capital (Gary Dushnitsky, London Business School), will serve as discussants to provide both theoretical and practical suggestions on the presented papers as well as future research directions for the field of corporate venturing

A Capabilities Perspective on the Implementation of "Core Business Strategic Renewal"

Anu Wadhwa; Imperial College Business School
Sandip Basu; City U. of New York, Baruch College

The Three Competencies for Breakthrough Innovation in Established Firms

Gina O'Connor; Babson College
Erwin Danneels; U. of South Florida

Always Better Together? Exploring Successful Configurations of Corporate Venturing Activities

Lien Denoo; Tilburg U.
Robin De Cock; U. of Antwerp/ Antwerp Management School
Andries Reymer; U. of Antwerp/ Antwerp Management School
Vincent Molly; KU Leuven

Micro-Level Mechanisms of Corporate Acculturation

Ann-Kathrin Leiting; Eidgenössische Technische Hochschule Zürich
Bart Clarysse; ETH Zürich
Jana Thiel; ETH Zurich

using internal equity or prefer to maintain complete firm ownership may supplement existing cash flow by accessing external funds in the form of debt contract. To overcome liabilities of newness and smallness, these firms send signals to external stakeholders intended to represent a sufficient level of legitimacy and worthiness of investment. Stakeholders attempt to overcome information asymmetry by focusing primarily on costly signals from high-quality firms as they represent honesty, credibility and commitment. However, many new ventures are unable to send preferred costly signals because they do not possess them. This study examines specific signals that carry the preferred costly weight needed to gain a stakeholder's perception of legitimacy, however are difficult to fully verify due to the opacity of the signaling environment, which consists of high information asymmetry, information verification costs and distortion. This study also examines the decision-making strategy of the debt financier who utilizes heuristics in the form of expert-based schemas to make a probability judgment of credit worthiness based on opaque information presented by the new venture. As an extension of institutional and signaling theory, this study proposes that new venture signals that exist in an opaque environment will have a positive effect on a stakeholder's perception of legitimacy. This study also proposes that a stakeholder's signal receptivity, which is comprised of the valence of a stakeholder's expert-based schemas, will have a moderating effect on the relationship between opaque costly signals and legitimacy perceptions.

view paper (if available)

Why are they Committed? Examining the Entrepreneurial Process with Side-Bet Theory

Author: **Laëticia Gabay-Mariani**; Grenoble-Alpes U.

Along with an emerging body of literature investigating the volitional phase of the entrepreneurial process, the present research examines the determinants of entrepreneurial commitment, using Becker's (1960) side-bets theory. Originally developed in the organizational setting, side-bet theory is a relevant framework to understand what compels individuals into

consistent courses of actions. Powell and Meyer (2004) proposed seven category of side-bets and showed that they explained the development of different forms of commitment among employees, relying on Allen and Meyer (1990) multidimensional model of commitment. In this research, we propose to apply this seven-category lens to the context of emerging organizations, to further understand the development nascent entrepreneurs' commitment profiles. After a pilot study designed to adapt Powell and al (2004)'s categorization to entrepreneurial activity, we operationalized it in a quantitative study (n=177) on nascent entrepreneurs. We examined how they relate and influence Meyer and al (2006)'s two basis of commitment - value-based and exchange-based -, targeting two foci relevant to the entrepreneurial process: entrepreneurial project and profession. Our results show that each form of nascent entrepreneur's commitment is driven by a unique combination of side-bets. Therefore, it contributes to a better understand of nascent entrepreneurs' mindset during the volitional phase of the entrepreneurial process.

[view paper \(if available\)](#)

Discovering in the Storm: Alertness, Attention, and NPI in an Uncertain Environment

Author: **Smita Srivastava**; Wichita State U.

Using a psycholinguistic approach to measure CEO alertness and attention, we propose that a firm's rate of new product introductions (NPIs) are predicted by these two different yet complementary cognitive characteristics in interaction with environmental uncertainty. Based on a longitudinal (from 2004 to 2015) analysis of 251 firms, we show that, alert CEOs are able to achieve higher NPI in stable environment than in dynamic environment. In dynamic environments, new products are introduced faster by firms when alertness is coupled with high attention to R&D, customers and competitors. These findings demonstrate how CEOs' information acquisition abilities in terms of alertness shapes the rate of NPI in adverse and stable environmental conditions.

[view paper \(if available\)](#)

How Does Extreme Uncertainty Affect Entrepreneurial Processes, Actions, and Opportunities? (WITHDRAWN)

Author: **Sharif Alaydi**; Adam Smith Business School, U. of Glasgow

Author: **Trevor Buck**; U. of Glasgow

Author: **Yee Kwan Tang**; Adam Smith Business School, U. of Glasgow

Uncertainty is a cornerstone of entrepreneurship theory; however, the exact role it plays in stimulating and/or obstructing entrepreneurial processes, opportunity and action has remained a matter of debate. This study uses two case studies, an indigenous firm and an MNE, of mobile phone providers in Palestine in order to investigate whether extreme uncertainty creates and/or inhibits entrepreneurial opportunities and motivates and/or hinders entrepreneurial processes and actions. A thematic analysis of one indigenous firm case study, with 12 semi-structured interviews, and one MNE case study, with 11 semi-structured interviews, allows us to claim a contribution to the institutional and entrepreneurship literatures. Our analysis finds some evidence of the negative impact of uncertainty, i.e. extreme uncertainty as an inhibitor and disincentive for entrepreneurial processes, actions and opportunities; however, the two phone operators also perceive to some extent uncertainty as a source of opportunities and an incentive for entrepreneurial processes and actions. More importantly, our study reveals a turning point, an inverted U-shape. Beyond a maximum, the previously positive responses of firms to uncertainty may convert into passive or even negative responses. We label this phenomenon as 'uncertainty overload'. We also confirm the role that psychological factors, especially emotions, may play in determining entrepreneurial actions in this hostile business environment.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MED

MED Executive Committee Meeting (session 1096)

Asynchronous

MEETING

ASYNCHRONOUS

OMT

Best Papers V: Innovations in Entrepreneurship and Pay (session 333)

Towards an Untrepreneurial economy: The Entrepreneurship Industry and the Veblenian Entrepreneur

Finalist for the OMT Division Best Paper on Entrepreneurship Award

Designated as a "Best Paper" for OMT

Author: **Rasmus Koss Hartmann**; U. of Southern Denmark

Author: **Anders Dahl Krabbe**; Stanford U.

Author: **Andre Spicer**; City U. London

What is driving the declining quality of innovation-driven entrepreneurship? In this paper, we argue the growing entrepreneurship industry is an important yet overlooked explanation. This rapidly growing industry has transformed the nature of entrepreneurship and encouraged a particular form of low-quality entrepreneurship. It has done so by leveraging the Ide-ology of Entrepreneurialism to mass-produce and mass-market products that make possible what we term Veblenian Entrepreneurship. This is entrepreneurship pursued primarily as a form of conspicuous consumption. Aside from lowering average entrepreneurial quality, Veblenian Entrepreneurship has a range of (short-run) positive and (medium and long-run) negative effects for both individuals and society at large. We argue that the rise of the Veblenian Entrepreneur has contributed to creating an increasingly Untrepreneurial Economy. That is an economy which superficially appears innovation-driven and dynamic, but is actually rife with inefficiencies and unable to generate economically meaningful growth through innovation.

[view paper \(if available\)](#)

Communities of Practice as Bridges between Institutional Entrepreneurs and Frontline Practitioners

Finalist for the OMT Division Best Paper on Entrepreneurship Award

Designated as a "Best Paper" for OMT

Author: **Arthur Gautier**; ESSEC Business School

Author: **Imran Chowdhury**; Wheaton College

Author: **Marion Ligonie**; IESEG School of Management

This paper seeks to understand how new practices that challenge established norms and values become institutionalized by studying the development of corporate philanthropy in France over three decades (1979-2011). Our inductive qualitative study uncovers the processes that enable actors at both field and organizational levels to enhance a new practice's internal and external legitimacy, ultimately leading to its institutionalization. In particular, we identify the central role of a community of practice as a bridge between the field-level, purposive interventions (theorizing, influencing policy) of an institutional entrepreneur and the organizational level, emergent interventions (mobilizing, embedding) of frontline practitioners experimenting with the new divergent practice, thereby enabling its legitimation and, ultimately, its institutionalization. As such, our findings contribute to refine our understanding of institutionalization processes as inherently distributed and to uncover communities of practice as the missing link between "heroic" entrepreneurs' interventions and the hidden work of frontline practitioners implementing the new practice.

[view paper \(if available\)](#)

Wage Stagnation and the Rise of Merit Pay, 1974-1991

Winner of the OMT Division Best Paper Award

Designated as a "Best Paper" for OMT

Author: **Nathan Wilmers**; Massachusetts Institute of Technology

Author: **Maxim Massenkoff**; UC Berkeley

In the 1970s, US workers' wages stopped growing and steadily declined through the mid-1990s. During this time, employers experimented with employment practices, like merit pay, that seemed likely to raise pay and productivity. We argue on the contrary that the introduction of merit pay actually weakened organizational constraints that previously boosted pay. First, merit pay practices loosen pay fairness constraints justifying pay gaps on the basis of performance differences. Second, merit pay substitutes for efficiency wages, by providing an alternative mechanism through which employers can elicit worker effort. To test these ideas, we introduce new establishment-by-occupation microdata covering the critical early period of wage stagnation. We show that when establishments adopt merit pay, wages decline. These effects are concentrated on the lowest-paid workers within a job; the lower paid jobs within a workplace; and in the highest-paying blue collar workplaces. The spread of merit-based pay explains one sixth to one third of wage stagnation for low-skilled workers during this period. Organizational practices aggregate up to affect societal trends in inequality and wage growth.

[view paper \(if available\)](#)

Entrepreneurship as a Response to Labor Market Discrimination for Formerly Incarcerated People

Winner of the OMT Division Best Paper on Environmental and Social Practices Award

Designated as a "Best Paper" for OMT

Author: **Jiwon Hwang**; Columbia Business School

Author: **Damon J. Phillips**; Columbia Business School

This paper examines entrepreneurship as a way to overcome labor market discrimination. Specifically, we examine entrepreneurship as a career choice for formerly incarcerated individuals, a group of individuals who face substantial discrimination in the labor market. Using the United States National Longitudinal Survey of Youth 1997 data, we find that formerly incarcerated people are more likely to become entrepreneurs compared to individuals without a criminal record. We take advantage of an exogenous state and county level policy shock "Ban-the-Box" in the United States to further disentangle the underlying mechanism of how labor market discrimination affects formerly incarcerated individuals in their entrepreneurial choices. The findings suggest that entrepreneurship is a viable alternative career choice for formerly incarcerated people, yielding both higher income and lower recidivism rates. In addition to reporting robustness checks and addressing alternative explanations, we discuss theoretical, empirical, and policy implications.

[view paper \(if available\)](#)

Entrepreneurship as a Response to Labor Market Discrimination for Formerly Incarcerated People

Finalist for the Louis R. Pondy Best Paper Based on a Dissertation Award

Designated as a "Best Paper" for OMT

Author: **Jiwon Hwang**; Columbia Business School

Author: **Damon J. Phillips**; Columbia Business School

This paper examines entrepreneurship as a way to overcome labor market discrimination. Specifically, we examine entrepreneurship as a career choice for formerly incarcerated individuals, a group of individuals who

face substantial discrimination in the labor market. Using the United States National Longitudinal Survey of Youth 1997 data, we find that formerly incarcerated people are more likely to become entrepreneurs compared to individuals without a criminal record. We take advantage of an exogenous state and county level policy shock “Ban-the-Box” in the United States to further disentangle the underlying mechanism of how labor market discrimination affects formerly incarcerated individuals in their entrepreneurial choices. The findings suggest that entrepreneurship is a viable alternative career choice for formerly incarcerated people, yielding both higher income and lower recidivism rates. In addition to reporting robustness checks and addressing alternative explanations, we discuss theoretical, empirical, and policy implications.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

PAPER SESSION

OMT

STR

TIM

Value Creation and Appropriation in Ecosystems: From Network Dynamics to Organizational Challenges (session 335)

An ecosystem is a group of independent firms linked to one another through non-generic complementarities, through which organizations combine their individual offerings into a coherent, customer-facing solution. When multiple organizations need to work together, they are faced with a familiar dilemma: when should they collaborate to create value and when should they compete to capture value? This symposium unites papers from some of the leading scholars in this emerging field that look at collaboration and competition in innovation ecosystems across multiple levels. We will begin with looking at competitive dynamics at the level of entire ecosystems, then take a graph theoretic approach to map patterns of complementarities within ecosystems so that we can link firms' ecosystem positions to their performance. Next, we will explore whether external stakeholders care about collaborations among ecosystem members and conclude with looking at how exactly senior leaders manage their companies' positions within evolving ecosystems. The (brief) presentations of the papers are followed by extensive discussion between presenters and coauthors, and also moderated Q&A with the audience. Our collective aim is to foster a discussion around developing better frameworks for thinking about value creation and appropriation within ecosystems and linking firms' position in these ecosystems to performance.

Competitive Dynamics in an Age of Ecosystems

Ron Adner; Dartmouth College

Indirect Interdependence: How Ecosystem Structure Affects Firms' Adaptation to Environmental Change

Natalie Jane Burford; INSEAD

Andrew V. Shipilov; INSEAD

Nathan Furr; INSEAD

A Network-Based Perspective on Platform Ecosystems

Shiva Agarwal; U. of Texas at Austin

Alliance Networks and Value Capture in Innovation Ecosystems

David R. Clough; Sauder School of Business, U. of British Columbia

How Do Large Organizations Engage in Dynamic Ecosystems?

Michael G Jacobides; London Business School

Real-time Presenter

INTERNATIONAL

RESEARCH

THEME

PRACTICE

TEACHING

LIVE - PRESENTER

SYMPOSIUM

CM

OB

ODC

Broadening Our View of Team Resilience: Compelling Findings from Both the Field and the Laboratory (session 337)

Team resilience research has burst onto the scene in recent years, and for good reason: today's organizations are predominantly structured in teams, and these teams frequently face adversity and experience setbacks. Teams equipped to bounce back from these setbacks are at a significant advantage. It is no surprise, then, that scholars and practitioners are eager to identify the factors that distinguish resilient teams from brittle teams that crumble under pressure. Our purpose is to do just that — leverage the latest team resilience research to uncover distinguishing qualities and activities of resilient teams. Each paper offers novel and compelling discoveries that advance our understanding of this important topic. Hartmann, Weiss, Hoegl, and Stoverink demonstrate that a team's openness contributes to performance following a setback, but has no performance effects in a stable environment. Adler, Bliese, Barsade, and Sowden examine a team's emotional culture and find that shared hope and optimism help a team bounce back from a disappointing performance episode. Brykman, King, and Raver find that team resilience mediates the effect of voice climate on team learning, and they also uncover important boundary conditions by testing the moderating effects of leader goal orientation (stage 1) and team information elaboration (stage 2). Stoverink, Bradley, Johnson, Kirkman, and Maynard show that teams facing adversity, particularly those high on collective efficacy, can benefit from considering both adaptation and persistence as viable paths to bouncing back. All four papers offer unique perspectives on team resilience that move the field forward in meaningful ways.

[The Influence of Team Openness on Team Resilient Performance](#)

MH

ODC

OMT

Alternative Institutionalism: Theory, Methods, and Topics (session 338)

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

INTERNATIONAL

RESEARCH

THEME

Silja Hartmann; Ruhr-U. Bochum
Matthias Weiss; Ruhr-U. Bochum
Martin Hoegl; LMU Munich
Adam C. Stoverink; U. of Arkansas

Hitting the Mark: The Influence of Emotional Culture on Resilient Performance

Amy Adler; Walter Reed Army Institute of Research
Paul Bliese; Darla Moore School of Business, U. of South Carolina
Sigal Barsade; The Wharton School, U. of Pennsylvania
Walter Sowden; Tripler Army Medical Center, Honolulu, HI

The Role of Voice Climate and Team Resilience in Facilitating Team Learning

Kyle Brykman; Odette School of Business, U. of Windsor
Danielle D. King; Rice U.
Jana L. Raver; Queen's U.

Bouncing Back by Pushing Forward: Balanced Reflexivity and Team Persistence in the Face of Adversity

Adam C. Stoverink; U. of Arkansas
Cody Bradley; U. of Arkansas
Michael Johnson; U. of Washington
Bradley L. Kirkman; North Carolina State U.
M. Travis Maynard; Colorado State U.

Mock Live

SYMPOSIUM

RESEARCH

THEME

MOCK LIVE

MH

Management History Award Winning Papers (session 336)

Enabling Leadership: Whitney Young, Jr. as Dramaturgical Director of the U.S. Civil Rights Movement

Author: John Humphreys; Texas A&M U., Commerce
Author: Milorad Novicevic; U. of Mississippi
Author: Stephanie Pane; Texas A&M U., Commerce
Author: Md Kamrul Hasan; RESEARCH ASSISTANT

Uhl-Bien and Arena (2018) recently advanced a nascent complexity leadership framework of leadership for organizational adaptability. Within their integrative meta-theory, they made a compelling argument for the

recognition of the concept of enabling leadership as a critical form of leadership for adaptive organizations. Enabling leadership requires the social facilitation of ideological tensions to engender the adaptive space needed for new understandings to emerge within the rich interconnectivity of complexity. To further explore how leaders enable adaptive processes, Uhl-Bien and Arena (2018) called for future research using in-depth case studies of social actors centered on emergence in complex environments. During archival research of Whitney Young, Jr.'s largely overlooked and misunderstood leadership in the historic social drama of the 1960s U.S. civil rights movement, we discovered evidence to support and extend their theoretical arguments. Accordingly, using a relational leadership-as-practice lens, we interpret the dramaturgical performance Young directed to facilitate coherent emancipatory dialogue, affect the social construction of power relations, and enable the adaptive space needed for social transformation to emerge.

[view paper \(if available\)](#)

Present at the Beginning: The Origins and Evolution of "Opportunism" in Management Thought

Author: **Jeffrey Muldoon**; Emporia State U.

Author: **Furkan Amil Gur**; Northern Illinois U.

Author: **Josh Bendickson**; U. of Louisiana at Lafayette

Author: **Patrick J. Murphy**; U. of Alabama, Birmingham

Williamson's theory of opportunism within his transaction cost economics framework is one of the most controversial concepts within management. Considered bad for practice, a self-fulfilling prophecy, scholars over the years have challenged this notion citing that the managers who focus on opportunism ignore other concepts such as effectiveness and innovation. We argue that opportunism is something very central to management thought. We trace the writings of Taylor, Mayo, Fayol, Barnard, Follett, and Simon and demonstrate that early attention to opportunism have in fact considered work effectiveness and innovation as other implications of opportunism. We also argue that the critics' attempts to replace opportunism have their elements in some of the previous work namely the use of incentives to encourage individuals to work collectively in pursuit of the organizational objectives. By tracing the roots of opportunism in early management thought, this work helps answer some of the criticisms of opportunism in recent studies.

[view paper \(if available\)](#)

Rhetorical Typology in Organizational Disasters

Author: **Jussara Pereira**; FGV - EAESP

Author: **Amon Barros**; U. of Essex

Author: **Ana Flavia Rezende**; Federal U. of Minas Gerais

Traditionally, rhetorical history has been studied as a strategic and competitive advantage for organizations. However, the source of competitive advantage conferred by rhetorical history has neutralized tensions in the everyday practices of the organization. In contrast, we argue that in an organizational disaster the individuals can use three different rhetorical typologies to explain the event preventing sanctions, criticism as well as demobilizing and discrediting other histories. In this qualitative study, we explore the forms of discourse production in the (re)construction of histories related to the Samarco disaster . We analyze how companies can assign or even impose a specific meaning on their past, mobilizing controversy in the stakeholders' discourses. The theoretical and analytical framework includes literature from the fields of rhetorical history, memory and forgetting and critical discourse analysis. As result, we show how the context of economic development in the region contributed to Samarco occupying a privileged social and discursive position. The company, thus, has the

opportunity to strategically mobilize discourses within and outside the organizational context and to influence how the histories of the Samarco disaster are being created, reinterpreting the “Tale of Mud” and investing in discourses and language that can reinforce positions and reproduce the dominant structures.

[view paper \(if available\)](#)

History of Business Schools in the Global South Dependency and Americanization in the Case of Brazil

Author: **Sergio Wanderley**; Unigranrio - U. do Grande Rio

Author: **Amon Barros**; U. of Essex

Author: **Rafael Alcadipani Da Silveira**; FGV-EAESP

This paper aims to analyze the specificities of the history of Business Schools (BS) in the Global South by focusing on the case of the emergence and widespread of BS together with management education in Brazil. We suggest the notion of dependency as an analytical tool to decenter the concept of Americanization. Dependency is imbricated in the socio-economic-political reality of Latin America. Dependency studies developed in (and to) Latin America, from the late 1940s to mid-1970s, based on the search for the historical reasons underlying the underdevelopment of the region, and aimed at proposing ways to overcome it. We propose a periodization of BS creation and development in Brazil arguing that it was only from the 1960s, when the Cold War definitively hit Latin America, that Americanization took over dependency as the main driver behind the creation of BS. In this way, we explore the local context and local agents’ network that supported the creation of the first management training programs and BS. Finally, we propose a framework to investigate the history of BS in other Global South countries in order to illuminate histories from the Global North. By doing that, we want to foster a reflexive theorization of Management History that take into account not only local realities, but also local theorizations.

[view paper \(if available\)](#)

Real-time Open

LIVE - OPEN

PAPER SESSION

16:30 EDT - 18:00 EDT

Monday, 10 August

SIM

SIM Business Meeting (session 340)

Real-time Open

MEETING

LIVE - OPEN

MOC

New Leadership Insights from MOC (session 1190)

How Leaders Develop Trust in a High Trust Organization - Many Routes to Active Trusting

Finalist for MOC Division Best Student-Led Paper Award

Author: **Simon Daniel Schafheitle**; U. of St. Gallen

Author: **Antoinette Weibel**; U. of St. Gallen

Author: **Guido Moellering**; U. of Witten/Herdecke

Given the prominence of corporate high trust cultures in 21st-century organizations, trust development of leaders in their followers becomes an imperative of leadership and part of a leader's role expectations. Hence, this paper analyzes why leaders come to trust their followers and how they combine cues for trusting their followers by responding to and co-creating the specific contexts of their trust. Empirically, this study employs a concurrent nested mixed-methods design with a predominant explorative interview study with 33 medium- and top-level managers and a nested fsQCA analysis of the interview data to study effective configuration of the trust cues identified. As a result, we find four discernible trusting "recipes" of leaders towards their followers; hence four different ways how leaders shape the strategic trust imperative into "on the ground" trusting behavior. Our findings not only refine prior prominent, yet too generic models of trust but we also argue in favor of a more configurational, yet idiosyncratic view on leaders' trusting their followers in high trust contexts.

view paper (if available)

Do Individuals and Teams Perform Better Under Paradoxical Leaders? The Role of Group Harmony

Author: **Iris D. Zhang**; U. of Macau

Author: **Julie N.Y. Zhu**; U. of Macau

Author: **Jung Hyun Lee**; U. of Michigan, Dearborn

The current paper investigates a model of paradoxical leadership relating to various types of

MOC

Underlying Tensions in Creativity: Social and Temporal Factors (session 1191)

Research at the individual level has already shown that individuals with traits that allow them wade into uncertainty leads to creative outcomes. Moving beyond tallying additional individual traits that provide the cognitive bandwidth to manage tensions in creativity, in this symposium we offer a complementary view that showcases temporal and social factors that explain new tensions in creative work or that explains new solutions to previously identified tensions. The five papers gathered here discuss how organizations, groups, and individuals balance the interplay between creativity and relationships and resources (skill sets, emergent criteria), and illustrates the consequences of managing these tensions for organizations, groups, and individuals including impacts on future success, career viability, and entrepreneurial success, among others.

How Leaders Overcome a Bias against Novelty

Yidan Yin; U. of California, San Diego

Jennifer Mueller; U. of San Diego

Forming New Venture Teams: The Benefits of Mixing Business and Relationships

Moran Lazar; Technion - Israel Institute of Technology

Ella Miron-Spektor; INSEAD

Gilad Chen; U. of Maryland

Brent Goldfarb; U. of Maryland

Miriam Erez; Technion - Israel Institute of Technology

Rajshree Agarwal; U. of Maryland

Developing a Social Robot: A Model of Dynamic Problem Solving in Groups for Breakthrough Innovation

Johnathan Cromwell; U. of San Francisco

performance. Specifically, we propose that paradoxical leaders promote team and individual performance and deters employees from engaging in counterproductive workplace behavior (CWB) by developing harmonious teams. We tested this mediation model using a sample of 195 bank employees working under 39 managers in Southern China. Results suggested that paradoxical leadership had a significant and positive impact on group harmony. Furthermore, group harmony mediated the positive relationships between paradoxical leadership and performance at both the individual and team levels as well as the negative relationship between paradoxical leadership and CWB. We conclude the paper with theoretical and practical implications of the findings.

[view paper \(if available\)](#)

Agentic and/or Communal? Pathways to Status and Leadership Outcomes for Men Versus Women Implementors

Author: **Jia Hui Lim**; Singapore Management U.

Author: **Elijah Wee**; U. of Washington

Our research explores the impact of idea implementation performance on peer-rated social status and leadership potential outcomes. Against the backdrop of an overall female penalty in the areas of creativity and innovation, we draw on social role theory and parallel-constraint-satisfaction theory to theorize that high- performing women can overcome the penalty and achieve similar outcomes as their male counterparts. However, we contend that a covert form of bias against women still exists. Double standards are placed on women such that they have to fulfill more requirements to be conferred similar levels of status and leadership potential as their male counterparts. Across two studies—an experiment and a multisource panel study—we find that men and women star implementors are indeed conferred similar levels of status and leadership potential, but the mechanisms underlying this relationship are conditional on the gender of the star implementor. Specifically, men star implementors were conferred status and leadership potential by peers because they were seen as agentic, whereas women star implementors were conferred similar outcomes because they were

One-Hit-Wonders vs. Hit-Makers: Sustaining Success in Creative Domains

Justin M. Berg; Stanford GSB

When Disagreement Becomes Disagreeable: Creative Differences & Hollywood Directors' Creative Career

Yanbo Song; INSEAD

Spencer Harrison; INSEAD

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

seen as both agentic and communal. Our theory and findings thus offer new and nuanced insights into the overall female penalty phenomenon in organizations.

[view paper \(if available\)](#)

Have You Heard? Examining the Relationship Between Leader Positive Gossip and Prosocial Behavior

Author: **Kenneth Tai**; Singapore Management U.

Author: **Yuchuan Liu**; Singapore Management U.

Author: **Jia Hui Lim**; Singapore Management U.

Although gossip is a natural and inevitable part of human interactions, it is typically regarded as a socially undesirable and unprofessional behavior associated with dysfunctional work outcomes. However, gossip may also be functional and positive gossip spread by leaders may have a profound impact on employees' attitudes and behaviors. Drawing on self-enhancement theory, we examine why and when leader positive gossip may influence employee prosocial behavior. Across two studies, we find that as employees hear their leaders spread positive gossip about other employees, they are more likely to engage in prosocial behavior, with this effect mediated by need for positive evaluation. Furthermore, in Study 2, core self-evaluation moderates the relationship between leader positive gossip and need for positive evaluation, such that the positive relationship is stronger for employees with low, rather than high, core self-evaluation. Our findings suggest that leader positive gossip may trigger the motivation to self-enhance and heighten employees' need for positive evaluation, which in turn prompts them to be more prosocial, with core self-evaluation serving as a key boundary condition underlying these relationships. We discuss theoretical and practical implications of our findings.

[view paper \(if available\)](#)

The Role of a LMX Defining Memory and Relationship Emotions in Leader-Follower Relationships

Designated as a "Best Paper" for MOC

Author: **Chandra Shekhar Rao Pathki**; U. of Illinois at Chicago

Author: **Janaki Gooty**; U. of North Carolina, Charlotte

Author: **Courtney Williams**; U. of North Carolina, Charlotte

Author: **Donald H. Kluemper**; U. of Illinois at Chicago

Author: **Laura McAndrews Little**; U. of Georgia

The leader-member exchange (LMX) literature suggests that exchange relationships between leaders and followers develop in a linear and consistent manner over time. However, research in the fields of organizational science, neuroscience, and cognitive psychology underscore the importance of significant, relationship-defining events that can occur at any point in a relationship's trajectory and thus alter the course of that relationship. In addition, these literatures suggest that the memory or current narrative of the event, termed autobiographical memory, is important for relationships as well. Drawing upon these literatures, we posit that followers build a narrative around significant events that occur in leader-follower relationships and the current memory of this significant event is important for the LMX relationship. We term the memory of such events as a LMX Defining Memory (LMX-DM), and further suggest that it is a source of emotions that either facilitate or thwart current LMX relationships. That is, emotions in response to the LMX-DM affect current LMX and follower work behaviors (e.g., task and contextual performance). We tested our theoretical ideas via multi-source data drawn from three time points and find that emotions in response to LMX-DMs predicted performance outcomes via LMX.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CM

Responding to Adverse Events: The Impact of Framing and Strategies on Others (session 1161)

GDO

Broadening our Sight to Incite the Future of Identity Management Research (session 1171)

Workplace Bullying in Extreme Conditions: A Labour Control Process

Author: **Md Shoaib Ahmed**; U. of Essex

Previous studies on workplace bullying (WB) has been studied intensively focused on psychological and socio-psychological perspectives leading to the individual acts and actors in bullying. Consequently, WB received myopic attention and failed to provide wider explanations of its endemic existence in the workplace. Nevertheless, recent studies called for wider explanations of WB drawing on labour process perspectives (Beale and Hoel, 2011; Akella, 2016). Responding to this call, we provide empirical accounts and theoretical explanations of WB where workers are least protected by the internal state (trade union) and the state – an extreme condition. Drawing on Burawoy's work on consent and coercion, we argue coercive control strategies could take a form such as extreme bullying in the absence of state and internal state. The article aims to make a contribution to literature illustrating the workplace bullying in extreme conditions such as in a clothing factory in Bangladesh and conceptualise WB as a coercive control tool where management find it useful and normal to intensify exploitation with impunity.

view paper (if available)

Is this Workplace Bullying? How Ideas about Conflict Shape Conflict Management Strategies

Author: **Paulo Marzionna**; Fundação Getulio Vargas - EAESP

Litigation avoidance, union avoidance, and human resource strategies have been identified for a long time as drivers for the adoption of specific conflict management strategies and Alternative Dispute Resolution (ADR) methods. This paper adds an important element when determining how organizations respond to conflicts in the workplace: the way that the conflict is understood by actors involved in it. Drawing on interviews with managers from 14 different banks and leaders from 6 different unions in the Brazilian banking sector, and complemented by thorough archival research on unions' newspapers, this paper suggests that unions and banks have different understandings of

Over the last 15 years, research on identity management, the strategic choices employees make to manage others' impressions of their association with a stigmatized identity(ies) (Roberts, 2005), has grown exponentially. This research has contributed to a growing understanding of the crucial role of employment experiences for people with stigmatized identities (e.g., employees with disabilities, sexual minorities; Jones & King, 2014). The identity management literature is at a critical juncture, however, as employees with stigmatized identities are increasingly bringing new and more complex aspects of themselves to work (e.g., intersectional identities) that are not well understood in current research. As such, to aid scholars in 'Broadening our Sight' during the 80th Annual Academy of Management, we aim to spark developmental dialogue about the future of identity management research. Specifically, in this session we aim to have short insight- only presentations and a focus on discussion that will shed light on the future of identity management in the context of these new and more complex considerations around employees' identities.

Employee Identity Management of Marginalized Identities: A Meta-Analytic Review

Liza Yasemin Barnes; U. of Colorado, Boulder
Sabrina DeeAnn Volpone; U. of Colorado, Boulder
Christina Noelle Lacerenza; U. of Colorado, Boulder
Brent John Lyons; Schulich School of Business
Ashlyn Fleming; U. of Colorado Boulder

Managing Stigma While Wielding Power: Experiences of High-Ranking Leaders with Minority Identities

Kelly Gabriel; George Washington U.

Shift or Lean? Advancing Identity Management by Considering Intersectionality

Shovna Crystal Tripathy; U. of Memphis
David F. Arena; U. of Texas At Arlington
Kristen Price Jones; U. of Memphis

I've Got Your Six: The Importance of Coworkers for Women Veterans with Prior Military Sexual Trauma

Nicholas Anthony Smith; Portland State U.

workplace bullying, which are dependent on the frames of reference that they use to interpret labor relations (critical/pluralist in the case of unions, unitarist in the case of banks). Those different understandings have direct impacts on how each actor responds to workplace bullying. Unions favor collective tools that frame bullying as a structural issue, while banks favor conflict management tools that focus on individual managerial behavior.

[view paper \(if available\)](#)

Severe Harm Demotivates Prosocial Behavior

Author: **Polly Kang**; The Wharton School, U. of Pennsylvania

Author: **Maurice Schweitzer**; U. of Pennsylvania

Prosocial motivations and behaviors are often crucial to the success of modern organizations. Normative theories of prosocial behavior, widely accepted by social scientists and laypeople alike, assert that prosocial behavior is motivated by concerns for others' welfare and will increase when others face greater harm. This hypothesis, however, has never been tested under conditions of severe harm. We report results from a natural experiment combining a unique dataset of millions of time-stamped prosocial behaviors with the exogenous shocks of all major hurricanes that hit the U.S. in 2015-2018, including the worst natural disaster in U.S. history. We show that severe harm actually demotivates prosocial behavior, contrary to normative theories, but consistent with an alternative theory in which people avoid helping others when the situation feels like a "lost cause." Our results have important implications for prosocial organizations, who commonly request that people "think globally, act locally": if social problems feel too overwhelming, such a request might backfire and unintentionally nudge people to do nothing instead of help.

[view paper \(if available\)](#)

Too Naïve to be Fair: Third-Party Perceptions of Ingratiation Recipients

Author: **Benjamin Alan Rogers**; UNC-Chapel Hill

Jacquelyn Brady; San Jose State U.

Leslie Hammer; Portland State U.

Kathleen Carlson; Oregon Health and Science U. and VA Portland Health Care System

Cynthia Mohr; Portland State U.

Sexual Harassment in Customer Service: The 'Logic of Tolerance'

Liana Bernard; Portland State U.

Megan Korsak; Portland State

Larry R. Martinez; Portland State U.

Amanda Beikzadeh; Portland State U.

Asynchronous

THEME

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

Author: **Ovul Sezer**; Kenan-Flagler Business School,
U. of North Carolina at Chapel Hill

Author: **Nadav Klein**; INSEAD

Flattery is one of the oldest and most commonly used social influence tactics. Existing research characterizes flattery as beneficial for both flatterers, who receive favorable treatment as a result of ingratiation, and recipients, who experience increases in positive affect and self-esteem. However, we suggest that flattery possesses unforeseen costs when observed by others. Across four studies (N=1,137), including a field experiment at an academic conference, we find that observers who witness managers granting favors in response to flattery perceive the managers as unaware and naïve. As a result of their perceived naivete, managers who reward flattery with favors are seen as less competent, fair, and worse overall. Observing favors granted in response to flattery also breeds cynicism from observers about the broader organizations that the managers represent. Finally, we explore the unique role that flattery plays in exacerbating the negative consequences of favor-granting, as well as the differential reputational costs experienced by low and high-power flattery targets. The discussion considers theoretical and practical implications for managers who are frequent targets of flattery and must weigh the costs and benefits of how to respond to ingratiation.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

OB

CM

**Intersectionality at Work:
Broadening Understanding of
Gender, Race, and Social Penalties
and Boosts (session 1174)**

[Asian Women and the Motherhood Penalty: An
Intersectional Perspective](#)

Christy Koval; -

GDO

**Sexual Harassment and Ethics
(session 1172)**

[Rule Breaking, Gender, Social Status, and
Entrepreneurial Persistence](#)

Best Paper on Gender, Diversity, & Entrepreneurship

Author: **Angela Randolph**; Babson College

Author: **Jessica K. Simon**; Babson College

Author: **Danna Greenberg**; Babson College

Author: **William B. Gartner**; Babson College

Sol Jee Susie Lee; Hong Kong U. of Science and Technology

The Upside of Intersectional Identities: Conceptual Replications in Support of the MOSAIC Hypothesis

Erika V. Hall; Emory U., Gozuieta Bus Sch
Alison V. Hall; U. of Texas At Arlington

Gender-Norm Violation and Backlash: The Moderating Role of Shared Racial Group Membership

Vivian Xiao; Stanford U.
Brian Lowery; Stanford U.
Amelia Stillwell; Stanford GSB

Gendered Norms for Interracial Contact: Social Penalties for Women in Interracial Relationships

Amelia Stillwell; Stanford GSB
Brian Lowery; Stanford U.

Asynchronous

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

We examine the drivers of severe adolescent rule breaking, namely self-interest and impulsivity, on entrepreneurial persistence as we explore the influence of intersectionality on this relationship. Using longitudinal data from a national representative survey of US adolescents, we find impulsive rule breaking is associated with a higher likelihood of entrepreneurial persistence and this relationship is moderated by gender and socioeconomic status. The relationship between impulsive rule breaking and entrepreneurial persistence is stronger for men and adolescents from lower socioeconomic backgrounds. These findings contribute to research on entrepreneurial rule breaking behavior, the effect of impulsivity on entrepreneurial activity, and demographic intersectionality in entrepreneurship.

[view paper \(if available\)](#)

What Do Norwegian Leaders Claim to be Doing to Prevent Sexual Harassment in their Organizations?

Author: Elisabeth Sundgot Borgen; Profile Management

Author: Laura E. Mercer Traavik; Kristiania U. College

This study explores Norwegian leader's claims about the sexual harassment policies and approaches in their organizations. Based on twelve interviews we find that although leaders claim that their organizations have reporting procedures, most leader's lacked clear definitions of sexual harassment and presented policies that were not integrated with other organizational policies, and did not include continuous training and follow up. Using template analysis we found three themes in leader's presentation of their approaches and policies: certainty and uncertainty, clarity and ambiguity, and proactive and reactive. The leader's descriptions of what their organizations do were often characterized by uncertainty and ambiguity, yet most of the leaders had proactive approaches embedded in their policies. Implications for theory and practice are discussed.

[view paper \(if available\)](#)

Times Up: Does Female Leadership Reduce Workplace Sexual Harassment?

Author: **Shiu-Yik Au**; Asper School of business, U. of Manitoba

Author: **Andreeanne Tremblay**; FSA ULaval (Laval U.)

Author: **Leyuan You**; Texas State U. San Marcos

We examine the role of female leadership in reducing the incidence of workplace sexual harassment. We estimate the incidence rate of sexual harassment through textual analysis of employees' job reviews, published online during the period 2011-2017. We find that firms with a higher proportion of women on the board of directors and firms with a female CEO experience less sexual harassment. An increase of one female director is associated with an 18.2% decrease in the sexual harassment rate. The mechanism for reduced sexual harassment is linked to overall improved social policy. Compared to firms with male CEOs, firms with female CEOs experience 48.3% less sexual harassment, which translates into estimated savings of up to \$81.3 million per year for the average firm. Our results are robust to several adjustments for endogeneity concerns.

[view paper \(if available\)](#)

Women as Referents: Ranking Below a Woman Leads to Misconduct by Men

Author: **Michael Haselhuhn**; U. of California, Riverside

In this research, I examine how women's performance in the workplace serves as a reference point for men. Specifically, I predicted that underperforming relative to a woman would be uniquely motivating to men, leading them to engage in unethical activity as a means of closing the performance gap. In an archival study of Fortune magazine's annual rankings of the 1000 largest United States corporations, I used a regression discontinuity design to demonstrate that male-led firms that ranked just below a firm led by a female CEO were more likely to intentionally misstate their reported earnings compared to firms that did not

HR

AI, Big Data, and Personalized HRM (session 1180)

Big Data, HRIS, and Competitive Advantage

Author: **Victor Chen**; U. of North Texas

Author: **Nolan Gaffney**; U. of North Texas

Limited work has viewed big data through the lens of Human Resource Information Systems (HRIS). By integrating the characteristics of big data into HRIS, we explore the pathways that result in a competitive advantage. We do so by identifying four themes: (1) big data characteristics applied to HRIS; (2) big data analytics applied to HRIS; (3) the use of big data in the pursuit of better decisions; and (4) combined effect of workforce analytics and HRIS to better decisions. Our framework traces the relationships from HRIS to competitive advantage. Implications for the HR literature and practice are discussed.

[view paper \(if available\)](#)

Employee Attitudes, Technological Anxiety, and Change Readiness for Artificial Intelligence Adoption

Author: **Yuliani Suseno**; U. of Newcastle

Author: **Marek Hudik**; U. of Economics, Prague - Faculty of Business Administration

Author: **Eddy S. Fang**; Xi'an Jiaotong-Liverpool U.

Author: **Zixuan Guo**; Xi'an Jiaotong-Liverpool U.

The study addresses the call to examine employees' change readiness for Artificial Intelligence (AI) adoption through investigating the effects of employees' attitudes towards AI and their

rank just below a female-led firm. This pattern was strongest for male CEOs with greater perceived self-importance (i.e., narcissistic CEOs), supporting the perspective that men's sense of self is threatened by performing worse than women in the workplace.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HR

Recruitment-Applicant Reactions (session 1179)

How Congruity Between the Consumer Brand and the Employer Brand Determines Job Pursuit Intentions

Author: **Sanne Ghielen**; KU Leuven

Author: **Luc Sels**; KU Leuven

Author: **Luk Warlop**; BI Norwegian Business School

To date, many organizations develop an employer brand next to their established consumer brand to distinguish themselves from their competitors on the labor market. This raises the question on whether the two brand concepts need to be coordinated or can be developed independently. Building on social cognition theory and the concept of self-brand connection, we posit that brand incongruity between consumer brand and employer brand hurts employer brand equity, particularly for potential employees experiencing a high degree of self-brand connection. We adopted an experimental vignette methodology (N=191) to test our hypotheses. Our findings illustrate that manipulated brand (in)congruity determines perceived congruity, that consequently has a positive effect on job pursuit intentions. Contrary to our expectations, self-brand connection did not moderate the relationship between perceived congruity and job pursuit intentions. However, self-brand connection appears to have a positive, direct impact on job pursuit intentions. These findings provide an enriched understanding of consumer brand-employer brand interactions and generate relevant insights in effective brand management.

[view paper \(if available\)](#)

technological anxiety over AI. The research also seeks to explore the moderating role of employee-level high-performance work systems (HPWS) on the relationships between employees' attitudes, their technological anxiety, and change readiness. Data were obtained from 417 human resource managers working in China to test the proposed hypotheses. The findings of the study indicate that employees' attitudes and their technological anxiety have a significant impact on their change readiness. Specifically, employees' attitudes positively influence their change readiness, while technological anxiety negatively predicts change readiness. Our results further highlight that HPWS can attenuate the negative impact of technological anxiety on employees' change readiness for AI adoption. Theoretical and practical implications, limitations of the study and directions for future research are also discussed accordingly.

[view paper \(if available\)](#)

Coaching with Artificial Intelligence: Concept and Capabilities

Author: **Carolin Graßmann**; SRH Berlin U. of Applied Sciences

Author: **Carsten Christoph Schermuly**; SRH U. Berlin

Artificial intelligence (AI) has brought rapid innovations in recent years, transforming both business and society. This paper offers a new perspective on whether, and how, AI can be employed in coaching as a key HRD tool. We provide a definition of the concept of AI coaching and differentiate it from related concepts. We also challenge the assumption that AI coaching is feasible by challenging its capability to lead through a systematic coaching process and to establish a working alliance to clients. Based on these evaluations, AI coaching seems to encounter the greatest difficulties in the clients' problem identification and in delivering individual feedback, which may limit its effectiveness. However, AI generally appears capable of guiding clients through many steps in the coaching process and establishing working alliances. Combined with its lower costs and wider target group, AI coaching will likely transform the coaching profession and provide a future HRD tool.

How and When Do Interviewer Characteristics Affect Organizational Attractiveness?

Author: **Yi-Ching Chen**; National Taiwan Normal U.

Author: **Chien-Cheng Chen**; National Taipei U. of Technology

Author: **Aichia Chuang**; U. of North Carolina, Greensboro

This study aims to investigate the effects of interviewer characteristics (i.e., friendliness and credibility) on organizational attractiveness, through the mediation of applicant perceived person-organization fit (P-O fit) and the moderation of applicant's personality traits (i.e., agreeableness and conscientiousness). Data were gathered from 100 applicants after a face-to-face interview. Results indicate that interviewers' friendliness and credibility lead to organizational attractiveness through perceptions of P-O fit by applicants. Additionally, applicant's conscientiousness amplifies the positive effect of interviewer's credibility on their perceptions of P-O fit. Finally, the moderated mediation test reveals a significant conditional indirect effect of interviewer's friendliness and credibility on organizational attractiveness through P-O fit for applicants with a high-level of agreeableness and conscientiousness, but not for those with a low-level of agreeableness and conscientiousness.

[view paper \(if available\)](#)

Effects of Applicant Reactions on Strategic Business Unit Performance

Author: **Lynn A. McFarland**; U. of South Carolina

Author: **Robert E Ployhart**; U. of South Carolina

Author: **William Shepherd**; Ohio State U.

This study examines the unit-level emergence and consequences of applicant reactions to a selection process. Social exchange theory is integrated with recruitment and applicant reactions research to propose that hiring managers create a social context that explains how and why unit-level reactions emerge to influence collective turnover, customer satisfaction, and financial outcomes. The study uses a large sample of quickservice strategic business

view paper (if available)

Personalized Human Resource Management: Theory and Implications

Author: **Xiaoyu Huang**; California State U. San Bernardino

Author: **Lihua Zhang**; Renmin U. of China

Author: **Cailing Feng**; Ludong U.

This conceptual paper attempts to theorize the emerging concept of personalized human resource management (HRM), which refers to HRM programs and practices that vary across individuals within an organization. As a subset of high-performance work practices (HPWPs), personalized HRM is implemented at individual levels. It represents the next generation of HRM, which is characterized by the adoption of advanced HR analytics and artificial intelligence (AI) to provide tailored HR solutions. We argue that personalized HRM constitutes a unique source of sustained firm competitive advantage and offers additional beneficial performance effects on top of HPWPs. Drawing on theories of individual differences and person-organization fit, we explain why personalized HRM outperforms traditional standardized HRM in terms of productivity, favorable HR climate, flexibility, return on investment of HRM, and firm financial performance. We also propose that business strategy is a moderator of the relationship between HRM and performance. Building on the AI job replacement theory, we further propose that the mechanical and analytical intelligence (intuitive and empathetic intelligence) required for personalized HRM tasks is positively (negatively) related to the adoption of AI. Lastly, we elaborate on the theoretical and managerial implications and explain how advanced HR analytics and AI facilitate the transition towards personalized HRM.

view paper (if available)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

units (restaurants) that vary in terms of their selection practices. Data sources include applicants, managers, incumbent employees at two levels, and unit level metrics including collective turnover, customer satisfaction, and sales, across multiple months. The results find that hiring manager behavior creates a social context that contributes to the emergence of collective applicant reactions, and units with more favorable applicant reactions have less collective turnover and greater customer satisfaction. Overall, this study demonstrates the importance of the social context in selection processes and demonstrates the business impact of applicant reactions.

view paper (if available)

The Impact of Trustworthiness Perception on Online Recruiting Success

Author: **Viktoria Baumeister**; U. of Muenster

Author: **Carl Richard Hossiep**; U. of Muenster

Author: **Maxine Louise Wiemann**; U. of Muenster

Author: **Gerhard Schewe**; U. of Muenster

Actively searching for potential talent via direct approaches by recruiters in online networks is increasingly gaining importance. Online career networks enable recruiters to make direct contact with promising candidates for advertised positions. However, the online context always entails an increased risk for participants, especially with regard to the disclosure of personal data and sensitive information, and thus reinforces the need for trust-building mechanisms. This paper focuses on the investigation of initial trust in the context of online direct approaches via career networks. Based on the initial trust model, we examined which factors influence how much a candidate trusts an online recruiter. After these factors were incorporated into our model, the effect of initial trust on the candidate's behavioral intention to respond to the online re-cruiter's message was investigated. We conducted an online questionnaire and recruited participants via online social networks (N = 264). The hypothesized relationships were tested using structural equation modeling. Our results indicate positive relationships of the disposition to trust, trust-assuring argument and structural assurance with the candidate's initial trust in the e-recruiter.

HR

Recruitment, Employee Referrals, and Social Media (session 1178)

Exchange Relationships and their Influence on the Likelihood of Poor Employee Referrals

Author: **Viktoria Wieschollek**; U. of Mannheim

Author: **Katja Dlouhy**; U. of Mannheim

Employee referral programs that encourage employees to refer individuals from their social network for positions in their organization are an increasingly important HR-practice. Previous research has provided evidence on factors that influence the likelihood of making an employee referral, like organizational commitment or bonus payments. Building on social exchange theory and on the concept of economic exchange, we extend previous studies and focus on factors that influence the likelihood of making poor employee referrals, i.e. the likelihood of referring candidates that the referrer knows are not motivated or perform poorly. We show that affective organizational commitment is negatively related to the likelihood of making a poor employee referral, while tie strength with the referred candidate and the presence of a bonus are positively related to the likelihood of making a poor employee referral. Furthermore, we investigate the influence of cultural expectations regarding social exchange. Our study offers important implications for theory and practice.

[view paper \(if available\)](#)

Do Past Experiences of Job Referring Shape Referrers' Future Decision to Refer?

Author: **Sumeet Duggal**; McGill U.

Finally, the hypothesized positive relationship between initial trust and intention to reply can be confirmed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HR

Training and Learning (session 1177)

Human Resources Practices and Organizational Learning in High and Low In-Group Collectivist Cultures (WITHDRAWN)

Author: **Joseph Charles Rode**; Miami U. Ohio

Author: **Xiaowen Huang**; Miami U. Ohio

Author: **Roger Schroeder**; U. of Minnesota

This study investigated the effect of national culture on the relationships between human resource management practices and continuous improvement and learning within manufacturing organizations. Drawing on the insights from the social processes perspective of organizational learning and the in-group collectivism dimension of national culture (House, Hange, Javidan, Dorfman, & Gupta, 2004), we developed a theoretical model of relationships among human resource management practices, small group problem solving, and continuous improvement and learning. We tested our model using secondary survey data collected from a sample of 238 manufacturing plants operating across three industries and nine countries. Our results reveal that in low in-group collectivism cultures, human resource management practices affect continuous improvement and learning both directly and indirectly, mediated by the use of small group problem solving, while in high collectivism cultures, the effects of human resource management practices are completely mediated by small group problem solving.

[view paper \(if available\)](#)

The Ebb and Flow of Learning Motivation

Author: **Michele Rigolizzo**; Montclair State U.

Author: **Zhu Zhu**; Montclair State U.

Referral hiring wherein an employee refers their friend or family member to a job in their own organization represents a dominant way people get hired in the organizations. Our understanding of the factors that shape such type of hiring has seen decades of inquiry and scholarship and continues to grow. But past scholarship has been focused on two actors that have got majority of attention – job seeker (supply side) and job screener (demand side), with much less attention accorded to the link between these two, known as referrers. Even with a growing inquiry into referrers – the missing link – in this research, our understating is still vastly limited. To add to our understanding of the referrers' role in hiring, this study seeks to understand how the behaviors of referrers are shaped by the outcomes of prior events, how it affects the organizational outcomes for recruitment and whether this behavior occurs differently between men and women. Using longitudinal one-and-a-half-year data from a large US organization, I find - contrary to expectations – that referrers rate of referring decreases with each additional past referral. Disaggregating this past behavior into success (applicant hired) and failure (not hired) does not change the results. Finally, I find that this behavior is not gendered. These results are discussed considering the ongoing research into referral hiring and referrer behavior in organizations.

[view paper \(if available\)](#)

Understanding Applicant Reactions to Social Media as a Selection Tool: An Integrative Model

Author: **Laxmikant Manroop**; Eastern Michigan U.

Author: **Amina Malik**; Trent U.

Author: **Richaurd Camp**; Eastern Michigan U.

Author: **Eric Schulz**; Eastern Michigan U.

Applicant reactions to selection procedures have attracted much scholarly attention in the work and organizational psychology literature over the past three decades. While this body of literature is quite robust, scholarly research into applicant reactions to social media assessment, more specifically, is sparse. In this article, we develop a comprehensive theoretical framework to better understand applicant reactions to social media assessment. We

Motivating employees to initiate, and continue to engage in, both formal and informal learning is a key challenge within Human Resources. Research on the implicit theory of intelligence lends insight into this challenge by showing almost exclusively positive effects of having an incremental theory, wherein individuals associate ability with effort, on the motivation to learn. However, we propose that the motivation to learn may ebb and flow throughout the process of learning, and that the impact of implicit theory of intelligence may be different for different learning behaviors. This study examines the differentiated effect of the implicit theory intelligence on five key learning behaviors that are required to develop new skills. They are taking on a challenge, paying attention to new information, elaborating that information, practice with feedback, and critical reflection. Using data from an experimental study of 551 managers in the United States, and direct measures of each of the five learning behaviors, this study provides evidence that associating ability with effort can positively influence managers to set more challenging goals and practice with feedback. However, as the process of learning unfolds, it has little impact on the behaviors that provide less information on learners' progress, and can actually discourage engagement in critical reflection. These findings provide insight for how HR professionals can more purposefully construct learning interventions to account for multiple behaviors and changes in motivation.

[view paper \(if available\)](#)

Team Task Support on Nonlinear Relationship Between Proactive Personality and Reflective Learning

Author: **Huadong Yang**; U. of Liverpool

Author: **Beatrice Van Der Heijden**; Radboud U. Nijmegen

Author: **Helen Shipton**; Human Resources

Being a fundamental part of human learning and development, employee reflective learning has attracted wide interest from management scholars as well as practitioner communities. In this study, we adopt a person-situation interaction approach and investigate how proactive personality and team task support jointly influence employee reflective

explicate the process by which various individual, organizational, and labor market antecedents elicit different affective reactions from job applicants and the resulting behavioral consequences. Our theorizing advances the applicant reactions literature by providing an expanded view of the significant role of social media in the hiring process and how applicants are likely to respond to this new assessment tool. Drawing on this conceptual framework, we offer propositions and discuss the implications for research and practice.

[view paper \(if available\)](#)

How Social Media Can Change Recruiters' Evaluation of Job Applicants

Author: **Stefan Hattula**; U. of Stuttgart

Author: **Martin Rost**; U. of Stuttgart

Author: **Torsten Bornemann**; Goethe U. Frankfurt

Social media screening—the search for applicants' social media profiles—has become common practice in firms' recruiting decisions. Despite its wide usage, little theoretical and empirical understanding exists of how this additional information impacts recruiters' selection decisions when it is combined with more traditional resume information. To address this gap, we propose based on anchoring and adjustment theory that recruiters might examine available information in sequential and decreasing order of perceived importance. Specifically, we argue and empirically show in four experimental studies that recruiters form an initial evaluation of job candidates' aptitude based on resume information and then adjust these judgements using subsequent social media information. The adjustment, however, appears asymmetric: a downward adjustment after exposure to social media information with negative valence is more pronounced when recruiters have prior exposure to excellent resumes compared to moderate ones. Moreover, an upward adjustment after exposure to social media information with positive valence does not appear. We also show that the observed anchoring and asymmetric adjustment process is more likely during economic expansions than in recessions.

learning. Using a questionnaire survey, we collected data at two time points from 154 participants nested in 37 teams in five organizations in the UK. The results from multi-level analyses showed that proactive personality had a positive effect on employee reflective learning, yet, up to a certain point. Over and above this inflection point, this positive effect tailed off. In addition, the non-linear effect of proactive personality on employee reflective learning was much stronger under a situation of a weak than a strong team task support. These findings broaden our understanding of employee reflective learning, and the role of proactivity and team support in this regard. In particular, the concave downward curve challenges the conventional view about the relationship between proactive personality and employee workplace behavior. The cross-level moderating effect of team task support sheds light on the condition under which proactive personality can best influence employee reflective learning. Practitioners can use these findings to design effective intervention plans aimed to facilitate employee workplace learning and performance.

[view paper \(if available\)](#)

Collective Employee Perception on Firm-Specific Training: Moderating Effect of Managerial Rank

Author: **Eun-Ji Oh**; Sungkyunkwan U.

Author: **Youngsang Kim**; Sungkyunkwan U.

Author: **Andrea Kim**; Sungkyunkwan U.

This research investigates employees' perception on firm's internal training investments and examines how this collective perception on training practices sequentially influences their collective attitudes - collective satisfaction and commitment - towards firm. Based upon human capital literature, firm's intention to build up firm-specific human capital resources for gaining sustainable competitive advantage presents as sending a signal by investing on firm-specific training practices. Drawing upon signaling theory, this research suggest that employees perceive this signal as more effective when the signal gets intense, in result, those collective perception enhances collective attitudes. Also, this research argues managerial rank may disturb firms' signals towards employees to perceive training investment, which is why managerial rank

[view paper \(if available\)](#)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

originally shapes as general task characteristics. Using 317 firms (1,268 firm-year observations) for 4-time analyses, this research significantly predicted the mechanism for collective attitudes. Also, the relationship between firm-specific training investment and the perception of firm-specific training effectiveness got weaker especially firms have more entry-level employees. By highlighting perception research on strategic human resource management (SHRM) literature, research revealed that key is on employee perception about the mechanism of HR practices on firm-level outcomes. Moreover, explaining as signal-sending, the effect of HR practices can be disrupted by condition - managerial rank ratio.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RESEARCH

HR

Wellbeing and Work Flexibility (session 1176)

Employee Well-Being: The Role of Perceived Competence

Author: **Riitta Liisa Viitala**; U. of Vaasa

Author: **Susanna Kultalahti**; U. of Vaasa

Author: **Maija Hujala**; Lappeenranta U. of Technology

Author: **Pia Heilmann**; U. of Eastern Finland

Competence is a meaningful factor for coping in working life in continually changing work environments. Incompetence is not just a factor for poor performance, but also a potential threat for employee well-being. The purpose of the study is to gain more understanding of how competence might matter from the perspective of well-being at work. We explore how perceived competence is connected to perceived work-related well-being among Baby Boomer, Generation X, and Generation Y employees. The frames of reference of the study is based on literature on employee well-being (measured with work engagement and overcommitment) and competence, as well as on generational discussions. The quantitative,

IM

Foreign Direct Investment (session 1181)

Necessary Conditions in IB Research: An Introduction & Application of Necessary Condition Analysis

Author: **Nicole Richter**; U. of Southern Denmark

Author: **Sven Hauff**; Helmut Schmidt U.

The aim of this paper is to familiarize the IB community with a new analysis technique able to research into necessary conditions. We screened articles published in two key IB outlets and identify more than 50 articles that refer to necessary conditions (e.g., a determinant is a necessary condition / is required for an outcome) either in theorizing or discussing findings. The necessity logic that underlies these formulations implies that a single determinant is necessary but not sufficient for an IB outcome; if it is not in place, the IB outcome will not exist. Among the articles reviewed, only five make use of a method able to test necessities, while all other empirical studies make use of more traditional techniques that are interpreted in the form that a determinant increases / is positively associated with an outcome. Hence, there is a huge potential for improving the theory-method-fit in IB

questionnaire-based study was conducted in 88 companies in Finland the total number of respondents being 4418. The main finding was that perceived competence related to current duties are a statistically significantly connected to employee well-being. The results indicate that high competence results in high employee well-being in all generational groups. Further, Generation Y estimated their work well-being, both in terms of work engagement and overcommitment, lower than Baby Boomers or Generation X. On a practical note, developing competence of employees in organizations seems to be a mean to support work well-being among other benefits. It is especially important to pay attention to that among generation Y, who take their first steps in working life.

[view paper \(if available\)](#)

Patterns of Organisational Governance and Employee Well-Being in Britain

Author: **David Marsden**; London School of Economics

Organisations bring people together for a common purpose, but ownership of their key productive assets confers residual rights of control to determine that purpose. In publicly traded companies this prioritises shareholder returns which are always likely to trump employee motivational orientations and diminish their subjective well-being. However, the majority of workers in Britain are employed in organisations with different governance models in which residual control rights support other priorities. Co-ownership models are widespread, as are public purpose organisations, and those belonging to the public sector. This paper explores the impact of these various governance models on employee well-being, in terms of work satisfaction, commitment, influence and trust in management. It is argued that many employees seek jobs that provide scope for their intrinsic motivations, hedonic and pro-social, and may trade these against extrinsic rewards. However, because the right to manage gives employers control over the content of jobs after hiring, employees often require credible commitments that management will respect its side of the bargain. It is

research by using techniques able to appropriately research into the theoretical necessities outlined. NCA may be a fruitful avenue in this regard as it allows precise statements about which level of a condition is necessary for a specific level of the outcome. We demonstrate and evaluate this using an illustrative IB example on institutional environments and their relations with foreign direct investment performance.

[view paper \(if available\)](#)

Family Firms' and Non-Family Firms' FDI Before and After the Global Financial Crisis

Author: **Sebastian Fourne**; Wilfrid Laurier U.

Author: **Miriam Zschoche**; U. of Erfurt

Author: **Reddi R. Kotha**; Singapore Management U.

Author: **Christian Schwens**; U. of Cologne

This study examines how a macro-economic crisis influences the internationalization behavior of family firms and non-family firms. Drawing on international business and behavioral theory research, we predict that prior to an unexpected macro shock, family firms enter fewer countries and make lower international investments than non-family firms. However, we also predict that in post-shock periods family firms enter more countries and invest more. The results of matched-sample differences-in-differences estimations of foreign market entry and foreign direct investment amounts of 544 German public firms before and after the 2008 global financial crisis are consistent with our hypotheses. Our research addresses different questions, namely, when family and non-family firms change the temporal orientation of their reference points, how they respond in terms of foreign investments to a major macro crisis and changes in economic sentiment, and how external and firm vulnerability predict resource allocation.

[view paper \(if available\)](#)

Strategic-Asset-Seeking Foreign Direct Investment by Chinese Firms

Author: **Xinwei Shi**; Tsinghua U.

We examine the relationship between business group affiliation of Chinese firms and their foreign

argued that different models provide scope to enter into different types of commitments, and that employees are more likely to find their desires for intrinsically interesting work satisfied in these types of organisations. Inability to make such commitments may constrain organisations to greater reliance on extrinsic motivators. Linked employer-employee data from the WERS surveys are used to test this argument. The conclusion draws out implications for the current debate on improving employee influence in organisational governance.

[view paper \(if available\)](#)

Formal FWAs vs. Informal Flexibility I-deals and Well-Being: Examining Two Mechanisms

Author: **Argyro Avgoustaki**; ESCP Business School
Author: **Almudena Canibano**; ESCP Business School

This study investigates whether the association between flexible working and employee well-being differs according to the formal or informal nature of arrangements. Relying on the literature on HR processes and employee experiences of flexible working, we claim that informal flexibility i-deals have a stronger, more proximal connection to well-being than do formal flexible working arrangements (FWAs). We also explore the existence of two underlying mechanisms to this distinct relationship: (1) we examine how work effort mediates the connection between the two types of flexible working and well-being and (2) we investigate if the relationship between informal flexibility i-deals and well-being is relative to employee perceptions of formal FWAs. Using data from employees working at the Spanish division of an international consultancy firm, results show that there is a positive and significant association between informal flexibility i-deals and employee well-being and that informal i-deals appear to have a more proximal connection to well-being than formal FWAs. They further confirm that work effort, intensive or extensive, acts as a mediating mechanism that transmits part of the effect of informal flexibility i-deals to well-being. They also indicate that individuals take formal FWAs as a baseline to contrast their own deal

[view paper \(if available\)](#)

acquisitive behaviour in terms of technology and brand-oriented strategic assets. Drawing on new internalization theory and the business group literature, we assert that Chinese business group affiliated firms will more likely pursue foreign acquisitions to seek patents but less likely to pursue foreign acquisitions to seek trademarks. Patents have non-location-bounded (NLB) properties which mean they can be exploited by the business group – not just the firm – back in the domestic market, while trademarks have location bounded (LB) properties which mean they are less easy to exploit by a business group domestically. Using a sample of 779 Chinese cross-border acquisitions between 2006 and 2015, we find support for our hypothesis relating to patents but not for trademarks. Additional tests identify the importance of private-ownership and the presence of an R&D centre within the business group as determinants of member firms' patent- and trademark seeking through foreign acquisition. The findings reveal the importance of a key home country effect – business group affiliation – on how firms in emerging economies seek strategic assets abroad as part of their drive to overcome latecomer disadvantages and technological backwardness.

[view paper \(if available\)](#)

Rapid FDI of Emerging Market Firms The Role of Foreign Participation (WITHDRAWN)

Author: **Yuanyuan Li**; Rutgers Business School

Most literature on rapid internationalization focuses on exporting firms and leaves other parts of internationalization process such as foreign direct investment (FDI) unexplained. In this paper, we explore the determinants of rapid FDI, namely why certain firms are able to have high degree of market penetration and large market commitment even in the early stage of FDI. Based on the relational perspective, relationships with foreign multinational corporations (MNCs) in particular, we argue that interactions with foreign MNCs at home helps a local firm to leapfrog certain stages in the establishment chain. Our hypotheses are tested using 1612 first-time outward FDI projects from China between the years 2000 and 2014. The largely supported results suggest that foreign participation in an emerging market context accelerates the internationalization

Employees' Evaluations of Flexible Work Arrangements in Smaller Companies

Author: **Sarah J. Park**; Kent Business School, U. of Kent

Author: **Michael Koch**; U. of Kent

Most businesses in industrialised countries are micro, small and medium-sized enterprises (MSMEs). To attract and retain employees, these companies have to address increasing demands for flexible work. However, employee uptake of flexible work arrangements (FWAs) is stagnating, and employees using FWAs often experience negative career consequences. We investigate to which extent differences between companies in terms of size explain consequences of FWAs as they are experienced by employees. We hypothesize that, compared to employees in large companies, individuals working MSMEs perceive FWAs to increase workload and reduce employee morale as well as perceived promotion opportunities. We test our theory based on a representative sample of British employees, finding support for all of our hypotheses. The results contribute to the literature on FWAs in MSMEs, and elucidate boundary conditions for the perceived effectiveness of FWAs from an employee perspective.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

process of local firms. Our findings should offer alternative explanations for the puzzle of emerging market firms' rapid internationalization and the possible sources of emerging market multinational corporations' firm-specific advantages.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

IM

IM Division Eminent Scholar Award Winner Presentation by Professor Yves Doz (session 1184)

Professor Yves Doz is the recipient of the 2020 IM Division Eminent Scholar Award. This award recognizes lifetime achievement in international management scholarship. In this session, we review and celebrate Professor Yves Doz's contributions to the theory and practice of international management. A cocktail/drink follows the session.

IM

International Networks and Value Chains (session 1183)

The Role of Power and Network Positioning in Technology Firms' International Expansion

Author: **Waheed Akbar Bhatti**; U. of Vaasa

Author: **Agnieszka Chwialkowska**; U. of West Georgia

Author: **Mario Glowik**; Berlin School of Economics and Law

Asynchronous

MEETING

ASYNCHRONOUS

While modern firm benefits from the use of advanced digital resources, access to digital technology architectures is not enough in order to succeed in highly competitive industries. Instead of separated and independent activities, the firm's network embeddedness becomes critical for the firm's success and thus serves as an indicator of its competitive positioning in the global markets. Considering the importance of the Chinese and Taiwanese electronics industry on a global scale, this study investigates the role of their network embeddedness in the course of their international expansion. We build on the network theory and utilize data, spanning a period of two decades, to present evidence on how key business network parameters (relationship frequencies, industry network positioning, eigenvector, betweenness centrality, network sub-clusters,) explain which firms succeed in the highly competitive industry of high-technology electronics and become global leaders. We illustrate complex relationship configurations and how they develop over time. Moreover, we indicate preferred relationship modes, relationship partner preferences, and preferred global target markets of Chinese and Taiwanese high-technology firms. In addition to qualitative insights, by quantifying the data analysis, our research contributes to the operational development of the business network theory and delivers important implications for management and policymakers.

[view paper \(if available\)](#)

Chinese Manufacturing Suppliers' Upgrading in Global Value Chains

Author: **Weimu You**; Brunel Business School

Author: **Yan Jiang**; Middlesex U.

Author: **Yu Gong**; U. of Southampton

Author: **Yuan Virtanen**; Aalto U. School of Business

This research investigates the institutional challenges faced by Chinese manufacturing suppliers and their corresponding strategic responses through an institutional theory lens. The empirical research is based on a multiple case study involving nine case companies of three company size categories in the Chinese nonwoven fabric product industry. Data were collected over a period

of three years from 2015 to 2017. This paper identifies three categories of institutional challenges, i.e., macro-institutional challenges, meso-institutional challenges, and micro-institutional challenges, faced by Chinese suppliers. Furthermore, it identifies the strategic responses undertaken by these companies in response to the above challenges, i.e., economic upgrading, environmental upgrading, and social upgrading, which in turn are associated with the companies' size and level of maturity in upgrading practices. Finally, a maturity framework is developed with five positions that reveal a four-stage upgrading trajectory and strategic changes on the trade-off between institutional efficiency and legitimacy. As most extant research on the phenomenon of sourcing from China approaches it from the viewpoint of global buyers, this research examines the phenomenon from the viewpoint of Chinese suppliers. Through applying the theoretical lens of institutional theory to investigate GVC upgrading, this study contributes to the literature streams on both GVC and institutional theory.

view paper (if available)

Linking Global Value Chain to FDI Establishment Mode of Emerging Market Multinational Enterprises

Author: **Tianle Yang**; zhejiang U. of technology

Author: **Lei Li**; U. of Nottingham, China

Author: **Liang Wang**; Nottingham U. Business School
China

This study draws upon and extends the global value chain (GVC) perspective to examine the establishment mode of foreign direct investment (FDI) of emerging market multinational enterprises (EM MNEs). It addresses how FDI establishment mode is influenced by the value chain extension strategy of EM MNEs. The empirical analysis of 605 FDIs made by Chinese MNEs from 2007 to 2015 shows that EM MNEs are more likely to choose acquisition over greenfield investment if they pursue vertical value chain extension through FDI. Further, EM MNEs pursuing upstream extension of the value chain are more likely to choose acquisition over greenfield investment than those focusing on downstream extension. In addition, the likelihood of

EM MNEs choosing acquisition over greenfield investment is greater if they pursue vertical value chain extension in culturally more distant countries.

[view paper \(if available\)](#)

Modeling a Multinational Firm's Manufacturing Network as a Portfolios of Real Options

Author: **Yan Huang**; Iowa State U.

Author: **Tailan Chi**; U. of Wisconsin, Milwaukee

To fill the gaps in research on the portfolios of real options, we adopt analytical modeling and simulation that allows complex and interacting relationships in parameters. We also take a dyadic analysis to examine how a firm's strategic decision is shaped in the perspective of portfolios of options with the consideration of production cost uncertainty and how the valuation of portfolios changes with either positive or negative cost correlation, switching/coordination costs, and capacity constraint of manufacturing facilities. This study brings fruitful insights to the understanding of the effect of industry-level cost uncertainty and real exchange rate fluctuations on switch or growth and contraction options and can become the forefront of real options research.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

IM

Learning and Knowledge in an International Context (session 1182)

Learning Through Overseas Subsidiaries in the United States and China

Author: **Hyundo Choi**; Dongguk U., Seoul

Author: **Luis Alfonso Dau**; Northeastern U.

Author: **Elizabeth Marie Moore**; Northeastern U.

We examine the effects of overseas manufacturing, sales and R&D subsidiaries on parent firms' access to prior knowledge and knowledge co-production

MC

Strategy and Stability in Building Consulting-Client Relationships (session 1185)

Comparable consulting results in non-comparable civil society organizations

Author: **Pierre El Haddad**; USJ Lebanon/ISEOR IAELyon

Author: **Robin Richa**; Arcenciel

Author: **Madeline L'Hermitte**; Arcenciel

Author: **Maya Nahme**; Lebanon Reforestation Initiative

activities from the United States and Chinese country contexts. Our findings suggest that the number of manufacturing subsidiaries established in China leads to an increase in prior knowledge acquisition, while the number of sales subsidiaries established in the United States increases knowledge co-production in the Korean electronics industry case. These findings build on the discussion of knowledge flows in the technological learning literature by comparing between the United States and Chinese country contexts and types of overseas subsidiaries.

[view paper \(if available\)](#)

Faultline Strength: The Contingent Value of TMT Cross-border Acquisition Experience

Author: **Liling Chen**; Huazhong U. of Science and Technology

Author: **Jianzu Wu**; School of Management, Lanzhou U.

Author: **Jing'an Tang**; Sacred Heart U.

Research has shown that the acquisition experience of top management team (TMT) matters for internationalization in terms of cross-border acquisition speed and performance. However, the question of how acquisition experience takes effects during the TMT decision-making process remains less known. To bridge this gap, this study focuses on one of the most important team structural attributes – faultlines– to investigate how faultline strength affects acquisition experience accumulating and sharing among TMT members and thus influences the speed and quality of acquisition decisions. Using a sample of cross-border acquisitions conducted by 292 Chinese MNEs during 2003-2013, we found that the effects of TMT acquisition experience on future acquisition speed and quality depend upon TMT faultline strength. On the one hand, faultline strength weakens the positive impact of acquisition experience on subsequent acquisition frequency, on the other hand, it strengthens the positive effects of experience on the performance of future acquisitions.

[view paper \(if available\)](#)

Purpose. The present paper investigates dysfunctions in two non-governmental organizations operating in the Middle East, and that exhibit blatant differences in their organizational cultures. The paper then compares the dysfunctions and relates the solutions devised by organizational actors to resolve their dysfunctions. The objective of the paper is to examine the impact of cultural differences on dysfunctions and solution provision. **Design/methodology/approach.** The methodology is one of qualitative comparison of action research/intervention research approaches conducted simultaneously in two NGOs operating in Lebanon. **Findings.** The results support that findings are largely similar despite the cultural differences in the NGOs scrutinized. Dysfunctions point mainly to lack of clarity in both strategic orientations and decision-making processes. They also point at burdening procedures, lack of proper communication, and ineffective organization of meetings. Inductively devised solutions suggest operating in synchronized decentralization and the subsequent adaptation of procedures, as stipulated by the socio-economic theory. **Originality/value.** The main contribution of the paper is in the counterintuitive findings that organizational culture might not be differential in organizational performance, thus requiring further research to scrutinize the impact of the environment on performance.

[view paper \(if available\)](#)

Locked-In Resources: Essential Ingredient for Coopetitive Relationship Stability

Author: **Rida Elias**; American U. of Beirut

Author: **Bassam Farah**; American U. of Beirut

This paper describes an underexplored process in coopetition research and contributes to the understanding of coopetition and its relationship with innovation performance from a resource based perspective. We conducted a review of three literatures and used examples of current and past coopetitive relationships amongst companies to develop this conceptual paper's six propositions and a conceptual model. This paper argues that locked-in resources lead to higher coopetitive relationship

Business Networks and Enclave Formation: Why Foreign Direct Investment Fails to Transfer Technology

Author: **Michael Murphree**; U. of South Carolina
Author: **Steven Samford**; U. of Michigan, Ann Arbor
Author: **Dan Breznitz**; U. of Toronto

Foreign Direct Investment (FDI) frequently fails to provide transfers of important ideas and technologies to host countries. Incorporating insights from network theory, we argue that this is a predictable outcome of foreign investment because there is a natural tendency among multinational enterprises (MNEs) toward enclave formation. MNE subsidiaries face risks associated with poor information in host countries, which they mitigate by partnering with known firms in their existing business networks. In-group dynamics and network inertia perpetuate the closed nature of foreign enclaves and prevent technology transfer to the local enterprises. Thus, rather than specific host country conditions – absorptive capacity, institutions, or culture – a general tendency toward enclaves among MNEs works against local technology transfer. We illustrate this tendency with three cases that a-priori should not be characterized by poor levels of technology transfer: the electronics clusters in Guadalajara, Mexico and Costa Rica and the automotive sector in Ontario, Canada. Recognizing the role of business networks in shaping MNE behavior has important analytical implications for scholars and underlines the importance of policymakers moving beyond FDI attraction to local network-building policy instruments.

[view paper \(if available\)](#)

International Knowledge Sourcing by Foreign MNE Subunits: Competence Creating vs. Exploiting

Author: **Sarah Edris**; Rutgers Business School
Author: **John Cantwell**; Rutgers U.

This paper examines the patterns of international knowledge sourcing in competence-creating (CC) vs competence-exploiting (CE) types of innovative

stability, which in turn leads to more diverse and more radical innovations. It also explains the moderating effects of the industry's competitive intensity and the industry's age, two external variables often neglected in the cooperation literature. This paper contributes considerably and in a practical manner to managers as it draws their attention to the importance of investing locked-in resources and ensuring the relationship stability with their competitors to achieve the desired outcome.

[view paper \(if available\)](#)

Brand Equity of Commercial Banks - A Study from Customers' Perspective of ACB in VN

Author: **Teresa Lien Freiburghaus**; U. of Applied Sciences and Arts Northwestern Switzerland FHNW
Author: **Thi Hong Nhung Nguyen**; U. of Economics Ho Chi Minh City

In the banking sector, the brand is a strong intangible asset of a bank that makes the differences and increases the chances of success. Banking services is changing rapidly as customers becomes more demanding, and the markets more competitive. Customers' decision on banking choices is not only tangible with physical factors but also psychological and emotional factors. This paper aims to study a model of brand equity of commercial banks in Vietnam, from the perspective of customers and the proportion of its components contributed to the value of the brand equity. The findings potentially indicate that "Brand Image" is the most important component of "Brand Equity". Therefore, commercial banks should develop strategies to promote the bank's brand image, conveying the bank's intrinsic value to customers.

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

activity by foreign-located MNE subunits in the pharmaceutical industry. We use backward patent citations to establish the structure of the knowledge sources on which foreign-located subunits rely in developing new inventions. For the period 1976-2015 we examine the effects on international knowledge search for foreign subunits of their capacity to draw upon different types of organizational ties in a relational system, and show the relative significance of local, diverse knowledge sourcing of CC subunits vs the more international, application focus of CE subunits. To further understand the knowledge landscape, we provide a descriptive investigation of the changing structure of CC vs CE knowledge networks over time, and compare the change in composition of sources. We discuss the organizational affiliations and differentiated networks within which foreign subunits source knowledge to develop innovative activity. Our findings shed light on the conditions under which foreign-located subunits source knowledge internationally and the impact external knowledge sources have on this trend.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MED

Explorations in Management Education Research (session 1188)

Designing the Value of Pedagogical Innovations

Author: **Marine Agogue**; HEC Montreal

Author: **Melanie Ann Robinson**; HEC Montreal

Author: **Anais Scussel**; HEC Montreal

Despite an increasing pressure to publish, management scholars do find the time to innovate so as to deliver relevant content to students in the best conditions, leading to the development of new and exciting pedagogical innovations. As more and more publications present experiential exercises as a specific type of pedagogical innovation, the question of whether these new exercises will be adopted by others remains open – in particular when they require significant resources and/or outcomes are unsure. Indeed, the innovation

MED

Instruction, Feedback & Reflection (session 1186)

Instruction, Feedback & Reflection

Student Satisfaction with Use of a Peer Feedback System

Author: **Magda M. Donia**; U. of Ottawa

Author: **Merce Mach**; U. of Barcelona

Author: **Sigalit Ronen**; California State U., Northridge

Author: **Stephane Brutus**; John Molson School of Business, Concordia U.

Author: **Thomas Alexander O'Neill**; U. of Calgary

We contribute to the growing literature on the role of repeated use of a peer feedback system in the development of student's teamwork skills by exploring individual and contextual factors underlying students' satisfaction with using a peer

literature argues that the relative adoption of innovations reflects their perceived value. In the context of experiential exercises, this suggests that it is important to design the value of the innovation in terms perceivable by management scholars. In this paper, we conduct a systematic literature review of articles introducing new management-related experiential exercises published between 2008 and 2019, in an effort to investigate the most commonly used methods through which creators of new experiential exercises assess the effectiveness of their innovations. Drawing on the concept of value proposition from the innovation literature, we posit that the type of evidence required to provide a compelling case for the adoption of new exercises may in fact depend on the degree to which they represent high or low stake endeavors to users. We then build upon this argument by illustrating how a mixed methods collection strategy may be particularly useful for articulating the value proposition of exercises perceived as reflecting “higher stakes”.

[view paper \(if available\)](#)

Classroom as Organization: A Review of the Literature

Author: **Stacie Chappell**; Vancouver Island U.

Author: **Debby Thomas**; George Fox U.

The purpose of this article is to explain the historical evolution of the CAO methodology and analyze the literature base. The intention is to provide a comprehensive summary of the CAO literature around this immersive, empowering, and relational teaching methodology. The paper begins with an overview of the CAO methodology and the historical context in which CAO emerged. Building on this foundation, the paper analyzes the CAO literature by delineating the emergence and expansion of CAO. As more CAO models evolved, various characteristics emerged that distinguished designs from one another: interdependent organization vs. leadered group design, external vs. internal focus, and various adaptations. Finally, the common elements of CAO are identified and analyzed: (1) leverage interdependence, (2) utilize peer assessment, (3) give students both learning and management roles, (4) delegate as a senior

feedback system alongside teamwork. Drawing on procedural justice theory, we theorized and found a positive relationship between student uncertainty avoidance orientation, and virtuality in collaborating with their satisfaction with use of a peer feedback system. Our findings provide actionable evidence to post-secondary institutions considering the adoption of such systems in their curricula: they are effective in the development of teamwork skills and students appreciate the opportunity to provide feedback to their peers in a structured and dedicated environment.

[view paper \(if available\)](#)

Critical Thinking about Information Credibility in the Management Classroom

Author: **Matt Theeke**; George Mason U.

The ability to evaluate the credibility of information is a fundamental part of critical thinking that students need to access knowledge and to learn using evidence. Yet, studies show that business students often fail to develop this capability and research highlights a need for new approaches to teach students how to evaluate the credibility of information sources. This paper builds on prior literature to propose a two-stage credibility evaluation model that utilizes a combination of screening factors (bias, appearance) and credence factors (reputation, assurances, verification, and endorsements) to assess the credibility of information sources. In contrast to existing approaches, which often rely on lists of questions to evaluate information credibility, this model aims to provide students with a greater conceptual understanding for how to assess the credibility of information. This study also proposes that implementing the two-stage model with an enhanced bibliography will improve students' critical evaluation skills by allowing educators to provide more process-oriented feedback and by broadening the scope of feedback to consider both gullibility errors (including information that is not credible) and incredulity errors (excluding credible information).

[view paper \(if available\)](#)

manager, and (5) balance structure and ambiguity to support learning. CAO offers a significant change to how we view classroom learning and teaching and offers a dynamic, effective way to bring true organizational learning into the classroom.

[view paper \(if available\)](#)

Co-Authorship Patterns in Business and Economics: A Social Network Analysis

Author: **Rene Maler**; WHU - Otto Beisheim School of Management

Author: **Markus Rudolf**; WHU - Otto Beisheim School of Management

Author: **Sebastian Seidens**; WHU - Otto Beisheim School of Management

This study reflects on the interconnectedness between academics in Business and Economics. We analyze social networks based on co-authorships from 46,238 articles, published in 29 leading journals across all Business and Economics disciplines from 1988 to 2017. The results point out that in these three decades, collaboration among researchers increased and networks became more sophisticated across all fields of research. While authors from Management are internally connected to a lesser extent, researchers from Marketing show the highest degree of interconnectedness across all disciplines and over time. In addition, our research shows that most productive authors are not necessarily most important authors for the network. Results show that most important scientists are clustered in Economics, Finance, and Marketing.

[view paper \(if available\)](#)

A Phenomenographic Study of the Understanding of Theory in Management Education

Designated as a "Best Paper" for MED

Author: **Jon Billsberry**; U. of Wollongong

Author: **Michael Eichler**; Anglicare Sydney

We make a contribution to the debate on the theory-practice gap by examining how management educators define 'theory' and then exploring how differing definitions lead to variation in the way that

Students' Perceptions of Online Teaching: Student-Centered Success Factors

Author: **Jing Zhang**; California State U. San Bernardino

Author: **Helena Addae**; California State U. San Bernardino

Author: **Melissa Bakeman**; California State U. San Bernardino

Author: **Maggie Boyraz**; California State U. San Bernardino

Author: **Patrick Flaherty**; California State U. San Bernardino

Author: **Matthew Habich**; California State U. San Bernardino

Author: **Ann Johnson**; Calstate

Author: **Ya Ni**; California State U. San Bernardino

Author: **Anna Phillips**; California State U. San Bernardino

Author: **Cynthia Schreihans**; California State U. San Bernardino

Author: **Monty Van Wart**; California State U. San Bernardino

The perceptions of what constitutes quality learning for undergraduate business management students have been little studied despite the widespread use of online classes in business programs. Using survey data and focus group comments from undergraduate management students, the current study aims to 1) explore the factors affecting student's perception of quality online education, 2) discuss the relative importance of the factors, and 3) summarize recommendations from students' perspective. Exploratory factor analysis identifies seven distinct, coherent, and significant areas in terms of student perceptions of quality. They are: basic online modality (e.g., online gradebook), teaching presence (e.g., customized feedback), instructional design (clarity of structure and communication), cognitive presence (e.g., intellectual stimulation), social or student-to-student presence, online social comfort (comfort interacting online), and interactive online modality (e.g., videoconferencing and small groups). Out of seven factors, the factors that matter most for effective online learning are basic technological and teaching elements (i.e., basic online modality, instructional design, and teaching presence). Lastly,

teaching is conceptualized and designed. We adopt phenomenographic methods to reveal a five-level hierarchy of theory definitions ranging from simple notions of 'theory as an idea' to more sophisticated definitions with causal and practice implications. This hierarchy shapes the way management educators design their teaching. Those defining theory simply as an idea or notion tend to teach from a theoretical perspective and see theory as providing guidance for managerial action. Those with the most sophisticated definitions are the ones most likely to teach from a practice perspective and use theory to highlight different viewpoints and for critique. Although all the interviewees view theory as having an interventional purpose to shape or change managerial action, management educators are haphazard in the ways they teach students to apply theory. We conclude by discussing the implications of these findings for the essential-non-essentialist debate in management education and suggest avenues for future research.

[view paper \(if available\)](#)

Flow Experience in Blended Learning: Behind the Inconsistent Effects of Flexibility and Interaction

Author: **Fabian Alexander Müller**; Philipps-U.

Marburg

Author: **Torsten Wulf**; Philipps-U. Marburg

Despite the growing importance of blended learning environments in management education, the extant research provides inconsistent results. While many studies find positive effects of blended environments or their central characteristics (i.e., flexibility and interaction) on learning effectiveness, dropout rates remain high and learners prefer face-to-face encounters over online activities. As the cognitive mechanisms behind learning effectiveness have been neglected thus far, we draw on educational psychology to derive an explanation for these contradictions. We introduce flow theory, which describes a learner's complete immersion in an activity, and we propose that experiencing flow mediates the positive effects of flexibility and interaction on blended learning effectiveness. The results of an experiment with 115 graduate management students support our hypotheses. We contribute to management education research on

recommendations from students revealed that instructor training and motivation are critical to students' online learning experience. The data was collected from students at a single university; thus, the results might be affected by single source bias. The study answered the call for more comprehensive measures of student learning.

[view paper \(if available\)](#)

Exploring Self-Regulated Learning with BOPPPS Model and IRS Tool (WITHDRAWN)

Author: **Chung-Jen Wang**; National Pingtung U. of Science and Technology

Author: **Chin-Pin Li**; Tainan Municipal Jincheng Junior High School

This study aims to explore hospitality college students' learning and academic self-efficacy in self-regulated learning and the effectiveness of learner-centered education by integrating the bridge-in, objective, pre-assessment, participatory learning, post-assessment, and summary (BOPPPS) model and interactive response system (IRS) tool. Accordingly, learning self-efficacy includes five dimensions, namely, conceptual understanding, everyday application, practical work, higher-order cognitive skills, and science communication. Meanwhile, self-regulated learning represents six dimensions, namely, goal setting, environment structuring, task strategies, time management, help seeking, and self-evaluation. Questionnaire responses were collected from hospitality students in the university for the subject of hospitality cost control. Results showed that learners' learning self-efficacy was positively associated with academic self-efficacy, while self-regulated learning mediated the relations between learners' learning and academic self-efficacy. Moreover, results indicated that students who participate in class demonstrate substantially high learning and academic self-efficacy for integrating the BOPPPS model and IRS methods in their classroom, particularly in the post-test rather than in the pre-test. Lastly, results provide empirical evidence for learning and academic achievement of self-efficacy, self-regulated learning, and effective teaching design in the hospitality setting context.

blended learning environments by looking beyond the direct effects of format characteristics on learning outcomes. We reveal cognitive characteristics, especially flow experience, as an important mediator. Consequently, management education scholars should consider indirect effects from related disciplines when investigating blended learning environments. Furthermore, instructors should ensure that they integrate flexibility and interaction into blended learning environments, and they should account for cognitive learner characteristics.

[view paper \(if available\)](#)

Asynchronous

TEACHING

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

How Does a Humble Leader Help the Team to be Reflective?

Author: **Sujin Son**; Chosun U.

Due to the significant impact on team innovation and team effectiveness, team reflexivity which is viewed as teams' self-regulatory actions, has been received great attention from scholars. The current study suggests leader humility as a key indicator for fostering team reflexivity. In addition, this study attempts to provide a deeper understanding regarding the effect of leader humility on team reflexivity through examining the mediating role of shared leadership and the moderating role of leader trust. Using survey of 313 employees in 60 teams from the IT service provider of a large telecommunications company in South Korea, the study has indicated that leader humility is positively associated with team reflexivity through increasing shared leadership among team members particularly when they have higher level of trust. Theoretical and practical implications were also addressed.

[view paper \(if available\)](#)

Asynchronous

TEACHING

INTERNATIONAL

RESEARCH

PAPER SESSION

ASYNCHRONOUS

MED

The Future of Management Education (session 1187)

Broadening our Sight on the Conventional 'Oxford' Tutorial Model: A Scoping Review

Author: **Paul T. Balwant**; U. of the West Indies

In higher education, one commonly used teaching approach that is intended to develop deep learning is that of the 'Oxford' tutorial – a personalized Socratic approach in which an instructor discusses course-related issues with a handful of students. Even though this conventional tutorial model is well supported in the literature, it may be neglected by research-driven academics and is expensive to

MH

Rhetorical History (session 1189)

This session highlights recent advances in rhetorical history. Defined as the strategic use of the past as a persuasive strategy to manage key stakeholders of the firm, the papers in this section add both empirical detail and theoretical depth to the concept by elaborating its use in legitimating contested hunting practices, characterizing organizational disasters, enabling leadership, and creating authenticity.

Enchantment Through Authenticity: The Use of Rhetorical History to Project Images of Craft

Author: **Kai Lamertz**; Athabasca U.

operate. In light of these problems, a scoping review was conducted to explore financially viable alternatives to the Oxford tutorial for management education. Articles in highly ranked management education and development academic journals were collected by searching these catalogs and compiling a database of 48 articles published in four premier journals. These articles were reviewed by two independent raters in order to arrive at 8 alternatives to the Oxford tutorial that can achieve similar objectives of said tutorials while reducing costs. Guidelines are provided for the implementation of each alternative.

[view paper \(if available\)](#)

University Capital

Author: **Folajimi Yesir Ashiru**; Coventry Business School

Author: **Philip Warwick**; Durham U. Business School

Relying on the resource-based view and drawing on the work of Pierre Bourdieu and his key concepts of field, habitus, and capitals, we scrutinise the perceptions of first year business undergraduate students over a six year period for essential resources that give universities competitive advantage. Our findings reveal the combination of symbolic capitals that are essential to attract students to a Business School in a Russell Group University. The resource combination are critical in cementing and maintaining the position of a university. Hence, we refer to this combination as "University Capital".

[view paper \(if available\)](#)

Management Educator as Curator: Resetting Rationality at the Business School

Author: **Matt Statler**; New York U.

Author: **Pierre Guillet De Monthoux**; CBS

This essay reframes the role of the management educator as a curator who creates transformative learning experiences with students. We begin by tracing the evolution of the role of the curator within the institution of the museum, focusing on recent

Author: **William Foster**; U. of Alberta

Not all organizations project an image of their identity to stakeholder audiences that meets the expectations for rational management or corporate business forms. Craft organizations tend cultivate images that express an enchanted ethos of dedication to skill, creativity and community. Such images are often constructed in reference to historical materials that can be strategically used to claim the craft firm's authenticity in the present. We argue and examine evidence that craft organizations draw on pieces from the past as a way to demonstrate their authenticity and adherence to a craft ethos. We analyze the websites of craft breweries from 4 Canadian provinces and find that most breweries narrate craft as an under-specified concept. They used the generic craft label in conjunction with a variety of historical themes as a way of enchanting their images in reference to current organizational context or interests.

[view paper \(if available\)](#)

How to Stigmatize: Inside the Fight for the Rhetorical History of the Seal Hunt

Author: **Jordyn Hrenyk**; Beedie School of Business Simon Fraser U.

Organizational stigma is a collective, negative, moral evaluation of an organization that results in increased threats to its survival. Within the extant literature, stigma is generally conceptualized as an organizational attribute, or something that an organization inherently is. Though researchers have thoroughly interrogated the processes by which organizations manage stigma and minimize stigma transfer to resource-granting stakeholders, we know very little about how an organization actually becomes stigmatized. What turns a negative event into a debilitating organizational label that becomes difficult to shake? Where does stigma come from and how can we distinguish it from related constructs like illegitimacy and poor reputation? By delving beneath the growing typologies of organizational stigma to examine the processes by which stigma emerges, this work demonstrates that organizational stigma is a social process that lends itself to a categorization rather than just a fixed

developments in the field of contemporary art. In the interest of moving beyond a simple metaphor, we present a detailed account of Bruno Latour's recent work curating art shows designed to 'reset modernity', and we consider how this activity relates to practices in the business school classroom. We conclude by speculating about the implications for the field of management education of viewing rationality as the art of learning through a multiplicity of perspectives and transformative experiences.

[view paper \(if available\)](#)

Looking for the Shape of Strategic Management Field - The Numbers Do Not Lie

Author: **Oskar Kosch**; Cracow U. of Economics

Author: **Marek Szarucki**; Cracow U. of Economics

Despite numerous attempts to systematically review different aspects of knowledge in strategic management, no studies have so far explored the shape of this field of science, based on scientometric measures with a view to testing its coherence. We argue that a quantitative analysis of the essential elements comprising a discipline would be precious in this light. Descriptive statistics on productivity and dominance were examined. An analysis of Lotka's, Price's, and Bradford's Laws was conducted in their different versions and on various datasets, resulting in 35 different combinations. Compliance with theoretical Lotka's distribution was tested. High producers, as established by Price's Law, were presented jointly as ego networks (using social network analysis methods). High adherence to all laws was found. Stabilizing Lotka's exponent indicates that strategic management achieved structural maturity, with a core consisting of authors publishing eight or more articles (obtaining more than one-third of citations), and vast periphery of authors responsible for one or two papers. There are five journals every strategic management scholar should be familiar with. The shape of strategic management seems to be determined by the loose and extensive periphery, and dense – but in terms of citations and integration – core.

[view paper \(if available\)](#)

category of organizations. In other words, stigmatized organizations are stigmatized only for as long as their stigmatizers actively stigmatize them. I examine the process of stigma emergence through the case of the stigmatization of seal hunting in Canada by animal rights social movement organizations (SMOs), beginning in the 1960s.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Academic Leadership in India – Development of a Multidimensional Measure

Author: **Darshna Vaghela Banker**; Indian Institute of Technology, Delhi

Author: **Kanika Tandon Bhal**; Indian Institute of Technology, Delhi

Context-specific leadership research has its own value in the era of globalization. In this article, a multi-dimensional academic leadership measure was conceptualized and developed for an Indian context, spanned across four studies. 75 items under 12 dimensions were developed using in-depth interviews (N=12). As a result of the expert validation (N=12) study, the retained 48 items were examined using different quantitative techniques like exploratory factor analysis (N=101) and confirmatory factor analysis (N=548), in order to ascertain the four-dimensional (managing teaching-learning MTL, managing intellectuals MI, institutional stewardship IS and administrative competence AC), second-order academic leadership scale structure (ALS). These four dimensions were found to be conceptually rooted in different leadership styles like instructional, intellectual, servant and administrative styles respectively. The academic leadership scale 'ALS' was then examined for its psychometric properties on the larger data set (N = 548) that included responses from the faculty members, students, and the non-academic staff members. ALS met all the requirements for further empirical validation stage where each dimension was tested for two outcomes namely commitment and reputation. The results indicated two things: one, the newly developed ALS is the contemporary leadership model that is most suitable for the unique Indian context, second, the instructional style explained the highest variance followed by the intellectual style as compared to the administrative and servant styles.

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Construction and Measurement of Contemporary Work Identities (session 1194)

Identity and identity processes are growing areas of research in management scholarship. Organizational, occupational, and role identities influence personal self-concept and impact how one makes sense of the workplace. Similarly, the processes that trigger identity formation or construction within the workplace has the potential to affect many individual and organizational outcomes. In fact, identity construction spans research in organizational behavior, human resources, and careers alike as individuals seek to understand self while navigating the workplace. This symposium explores identity processes faced by contemporary workers. Specifically, the symposium highlights the influence of identity processes in the context of gig employment and entrepreneurial pursuits. The unique context in which a gig worker performs identity construction may affect the processes available to those individuals, which could impact the formation of the identity. For entrepreneurs, their identity exploration may affect the individual's ability and willingness when it comes to discovery and pursuit of new opportunities. In addition to these unique contexts, this symposium introduces an instrument to measure identity work in an effort to expand and strengthen empirical research in this area.

The Gig Identity: A Theory of Work Identity for the Gig Economy

Ifeyimika Ogunyomi; U. of Texas At Arlington
Shelia Hyde; U. of Texas At Arlington
George Benson; U. of Texas At Arlington

Wax and Prosper or Dwindle and Die: A Multiple Identity Tale of Entrepreneurial Opportunity

Ryan Scott Teschner; U. of Texas at Dallas

Development and Validation of an Identity Climate Scale

Esther Lamarre Jean; U. of Texas At Arlington
Wayne S. Crawford; U. of Texas At Arlington

Don't Forget about the Leader: Illuminating the Link Between Leader Behaviors and Leader Well-Being (session 1200)

Leaders have often been implicated as having a large influence not only on employee behavior, but also on employee well-being. However, only recently have researchers begun to examine how leader behaviors affect the leader's own well-being. Indeed, the well-being of a leader would seem to be considered something of an afterthought when it comes to behavioral leadership research, despite the fact that healthy and resilient leaders should be a priority for organizations who want to cultivate management patterns that are sustainable over time. This symposium seeks to continue a research trend toward well-being as important criterion generally, and leader well-being as an important criterion specifically, by expanding our knowledge of how leader behaviors affect a leader's well-being at work.

The Effects of Servant Leadership on Followers' and Leaders' Workload and Emotional Exhaustion

Florian Scholz; U. of Potsdam
Robert C Liden; U. of Illinois at Chicago
Eric Kearney; U. of Potsdam

The Influence of Leader Self-Sacrifice on Leader Well-Being: Sacrificial Leadership as a Stressor

Jordan Nielsen; Purdue U.
Amy E. Colbert; U. of Iowa
Michael Montanye; U. of Iowa

Am I Being Fair? Implications of Dyadic Justice Agreement for Leader Well-Being and Performance

Catherine Kleshinski; Purdue U., West Lafayette
Kelly Schwind Wilson; Purdue U., West Lafayette
Benjamin B. Dunford; Purdue

Leaders' Narcissism and Well-Being: An Empirical Study

Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Followership: Managing Your Boss (session 1198)

I Believe I Can Do Better with Leader's Helping: A Cross-Level Mediated Moderation Model

Author: Yanting Zhu; Renmin U. of China

Drawing upon the theoretical lenses of social cognitive theory, this study aims to explore whether, when and how team leader's helping behavior can influence team member's individual work performance (in terms of individual task proficiency, task adaptivity, and task proactivity) via team member's self-efficacy. The consequences of different types of leader's helping are unfolded in this study. By proposing a cross-level mediated moderation model and using valid data of 303 team members from 39 work teams, I found both autonomy-oriented help and dependency-oriented help from team leaders have differential effects on team member's individual work performance via team member's self-efficacy. Moreover, the path analysis of moderation uncovered that leader-member exchange relationships at the team level engender the boundary conditions on the main effect of this model.

[view paper \(if available\)](#)

Managing Your Boss: Development and Validation of a Scale

Author: Sal Mistry; U. of Delaware

Author: Ravi Shanker Gajendran; Florida International U.

Scholars, the business press, practitioners, and business school curricula have long emphasized the importance of 'managing your boss' (MYB) as an important driver of employee effectiveness in organizations. Empirical research on this topic, however, has been stymied by the lack of a validated measure of 'managing your boss' behaviors. This paper first reviews the literature on the topic to

Jeremy Bernerth; San Diego State U.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Leadership and Voice (session 1197)

Authoritarian Leadership and Voice Behavior: The Moderating Effect of Group Loyalty (WITHDRAWN)

Author: Jen-Wei Cheng; National Taiwan U. of Science & Technology

Author: Cheng Ze Hung; National Taiwan U. of Science and Technology

Author: Hung-Chieh Yen; National Taiwan U. of Science and Technology

Author: Kang-Min Chien; Chairman, Sunnic Technology & Merchandise Inc., Taiwan, R.O.C

This study investigated interrelationships among authoritarian leadership, prohibitive voice, saying nothing but good news, and group loyalty using questionnaire data from 140 supervisors and 603 subordinates in the Taiwanese military. Results from a cross-level moderation research design and hierarchical linear model suggest that authoritarian leadership has a negative relationship with prohibitive voice, but has a positive relationship to saying nothing but good news. Group loyalty moderated the relationships between authoritarian leadership and prohibitive voice; lower group loyalty weakened negative relationships. Implications for management and future research are discussed.

[view paper \(if available\)](#)

I Speak Up to My Tech-Savvy Leader: Technological Savviness and Voice

Author: Roshni Raveendhran; U. of Virginia Darden School of Business

Author: Ji Woon Ryu; Indiana U. - Kelley School of Business

Author: Cristiano L O Guarana; Indiana U. - Kelley School of Business

Ambient cues in leaders' environments or in their behaviors not directed towards employees can influence voice. In this research, we focus on

develop a constitutive definition of MYB. Then, using this definition, we systematically develop a MYB measure necessary for testing theory about its origins and outcomes. Six studies then provide evidence evaluating its psychometric properties and construct validity. In the first two studies, we refine and develop a 10-item measure of MYB and provide evidence about its reliability and factor structure. The remaining four studies provide evidence about the construct's convergent, discriminant, and nomological validity. Doing so, we establish the distinctiveness of MYB from related constructs and demonstrate its relationships with the previously theorized nomological network.

[view paper \(if available\)](#)

Investigating Meta-Perceptions to Advance Relationship-Based Approach to Leadership (WITHDRAWN)

Author: **Zhenyu Yuan**; U. of Illinois at Chicago
Author: **Frederick Morgeson**; Michigan State U.
Author: **Xiaoyu Wang**; School of Economics & Management, Tongji U.

Leader-Member Exchange (LMX) theory suggests that role development processes will result in leaders and followers eventually developing a shared understanding of the nature of their relationship. Yet, research has consistently found that leaders and followers demonstrate only modest levels of agreement regarding their relationship, and this lack of agreement is an important limitation of relationship-based approaches to leadership. In an attempt to better understand the dyadic nature of leader-follower relationships, we draw from social psychological theory on dyadic meta-perceptions in order to explore the components, processes, and contingencies of the leader-follower relationship. We suggest that judgments of the leader-follower relationship should be distinguished from meta-perceptions of the relationship (i.e., a person's inference of how the other person in the dyad feels about their relationship). Decomposing relationship judgments in this way allows us to investigate the accuracy and bias of dyadic LMX meta-perceptions. We found that not only did the leader and the follower have much weaker LMX agreement than past empirical research documented, they were also unaware of their discrepant relationship

leaders' technological savviness – a leader characteristic that is critical in today's technology-driven organizations – and examine how it might serve as an ambient cue to employees by providing valuable information about whether it would be safe/worthwhile to speak up with ideas and, ultimately, influence voice. Drawing on signaling theory (Spence, 1973), we posit that employees perceive leaders' technological savviness as an ambient cue that signals leaders' openness, that in turn, increases their likelihood of speaking up. Three experiments with two different samples (i.e., general population and students) supported our hypotheses. Theoretical and practical implications for voice and the future of work are discussed.

[view paper \(if available\)](#)

Could You Give Me Some Advice? The Workplace Outcomes of Leader Voice Solicitation

Author: **Beijing Tan**; Huazhong U. of Science and Technology
Author: **Zhiyu REN**; Zhongnan U. of Economics and Law
Author: **Fangna Wang**; Zhongnan U. of Economics and Law
Author: **Wenjun Yin**; School of Management, Huazhong U. of Science and Technology

Leader voice solicitation denotes leaders proactively seeking work related opinions and suggestions from their subordinates. Extant research has investigated the static informational outcomes, paying little attention to its potential dynamic motivational effects to employees. Drawing from work engagement theory, this study examined the dynamic positive effects of leader voice solicitation from a motivational perspective. Using a twice-day experience sampling method to collect data from 107 employees in a week, we found that, on a daily basis, leader voice solicitation had a positive effect on employees' work engagement, which in turn promoted employees' proactivity. Moreover, authoritarian leadership would weaken the positive relationship between daily leader voice solicitation and daily employees work engagement. Our findings generated some interesting implications for theory and managerial practice.

perceptions. Further, moderation analysis supported power dependence as a contingency factor that could weaken the leader's bias. Overall, our findings advance the relationship-based approach to leadership by shedding light on the various theoretical blind spots regarding the dyadic nature of LMX and offering important directions for future dyadic leadership research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

CM

SIM

Taking the "High Road": Theoretical and Empirical Advances on Kindhearted Reactions to Wrongdoing (session 1201)

Employees engaging in wrongs is an unfortunate workplace reality that can prove costly for organizations. Although research has shown that individuals respond destructively to such behavior, emerging work has shown that some turn the other cheek and react in a kindhearted manner (e.g., forgive, reconcile). The literature is still in its infancy; we do not have a full understanding of when and why people react in a kindhearted manner, and what the consequences are of these kindhearted reactions to organizations. This symposium addresses this research agenda by: (1) examining different antecedents of kindhearted reactions, such as features of the wrongdoing (e.g., seriousness, intentionality), individual factors of individuals engaging in the kindhearted reaction (e.g., perspective taking, narcissism), situational factors (e.g., climate, power), and different types of wrongdoing (e.g., abusive supervision, misconduct) that influence kindhearted reactions; (2) identifying different types of kindhearted reactions (e.g., coworker protective behavior, forgiveness, leniency); (3) highlighting behavioral strategies and psychological mechanisms (e.g., gossip, unfairness) that explain how kindhearted reactions influence outcomes; (4) exploring distal consequences of kindhearted reactions, such as emotions,

OB

The Effects of Context: Corporate Culture, Environment Behavior, and Age Norms (session 1199)

Implementing Corporate Culture Top-Down or Bottom-Up? Cultural Gaps Over Time and Firm Performance

Author: **Stefan Pasch**; Goethe U. Frankfurt, Germany
Author: **Daniel Ehnes**; Goethe U. Frankfurt, Germany

We conceptualize the differences between espoused cultural values of firms' top management and the enacted cultural values of their employees as cultural gaps and investigate how the breadth of these gaps relates to firm performance. Tracking these cultural gaps over time, we further examine how changes relate to firm performance and whether the direction of change, i.e. whether enacted values get closer to (or grow apart from) espoused values, or vice versa, has an effect on the culture-performance link. To test this empirically, we apply textual analysis on a set of over 800,000 employee reviews from Glassdoor.com, to measure employee culture, and a matched set of annual reports, to measure senior leaderships' espoused cultural values. We find that cultural gaps are negatively related to productivity, suggesting that cultural gaps impair coordination and goal alignment. Further, we show that changes in these cultural gaps have positive (negative) effects on productivity and profitability, if employees' enacted culture become more (less) similar to espoused

perceptions, and behaviors; and (5) uncovering moderators (i.e., offender need, gender, mindfulness) that influence the impact of kindhearted reactions on downstream outcomes.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

values. However, we find no effect for the reverse case of espoused values adapting to enacted values, supporting the theoretical argument that successful cultural change is usually based on leaders giving direction and employees adopting the values of leadership.

[view paper \(if available\)](#)

Do Age Norm Violations Favor or Endanger Firm Innovation? The Role of Environmental Dynamism

Author: **Kim De Meulenaere**; KU Leuven

Author: **Florian Kunze**; U. of Konstanz

Due to the reduction of seniority-based promotion systems, the traditional link between employees' age and hierarchical status is getting disrupted in many organizations. In this study we use theoretical arguments from career timetables and status incongruence research to argue for an effect of these changing age-status structures on organizational innovation. In detail, we propose a moderated mediation model with age discrimination climate as mediator and the firms' environmental dynamism as moderator. Using large-scale multisource data of 69 firms with information provided by 12,869 employees, 69 top HR representatives and 230 top board members, we show that the impact of the age-status link on organizational innovation is different for firms with high and low levels of environmental dynamism. In firms with low levels of environmental dynamism, a weak age-status link harms organizational innovation through increased levels of age discrimination climate. In contrast, a weak age-status link has a direct positive effect on innovation in firms operating in highly dynamic environments. These findings suggest that the fading age-status relationships in organizations are not as unambiguously harmful as previously assumed and hold thus important practical implications as dealing with violations of the traditional career timetables will become more important for the current and future success of organizations.

[view paper \(if available\)](#)

Engaging the Age-Diverse Workforce: The Interplay Between Personal and Contextual Resources

Author: **Karoline Kopperud**; OsloMet - Oslo Metropolitan U.

Author: **Christina Nerstad**; OsloMet - Oslo Metropolitan U.

Author: **Robert Buch**; OsloMet - Oslo Metropolitan U.

Author: **Dominique Kost**; Oslo Metropolitan U.

The aim of this study was to increase our insight into fostering work engagement in an age-diverse workforce by examining the relationship between mastery goal orientation and work engagement across different age groups. We further tested whether a perceived motivational climate moderated the proposed relationships and whether the nature of the moderation differed depending on age group. In a cross-lagged survey of 838 employees in a Norwegian financial-sector organization, we found that both work engagement and mastery goal orientation differed across age groups and that the relationship between mastery goal orientation and work engagement was stronger for older than for younger age groups. Our results further support the moderating role of a motivational climate. Whereas a perceived mastery climate moderated the relationship between mastery goal orientation and work engagement for the older workers, a perceived performance climate moderated the suggested relationship for younger workers. Theoretical as well as practical implications of our results are discussed.

[view paper \(if available\)](#)

How Environmental (Ir)Responsibility of Companies Affects Environmental Behavior of Employees

Author: **Irmela Koch-Bayram**; U. of Mannheim

Author: **Torsten Biemann**; U. of Mannheim

Research on spillover versus compensation effects of work to non-work domains have yielded mixed findings in the human resource management (HRM) literature. In the social psychology literature, moral consistency versus moral balancing effects of an individuals' own behavior are highly contested. In our study, we combine these theoretical lenses and

OB

Transformational and Charismatic Leadership (session 1195)

Moderating Effects of Charismatic and Servant Leadership on Employee Wellbeing and Retention in M&As

Author: **Xuan Feng**; Nottingham U. Business School China

Author: **Armin Pircher Verdorfer**; Amsterdam Business School, U. of Amsterdam

Employee concerns with regard to job (in)security have been associated with reduced physical health and job withdrawal. Past research establishes that mergers and acquisitions fail when leaders do not address the psychological effects of transformation processes, reflected in perceived job insecurity, on employees. We argue that employees tend to look to their leaders for support and reassurance during times of transition and change and two types of leadership—charismatic leadership and servant leadership—can serve a protective function for employees and reduce the negative effects of job insecurity. Data for this study were obtained from a medium-sized high-tech consulting company during a merger process. Perceived job insecurity, leadership as well as emotional exhaustion and turnover intentions were collected at two separate time points. In addition, objective data on sickness absence and actual turnover were available. Results

argue that environmental corporate social (ir)responsibility (CSR and CSIR) may either spill over to (consistency effect) or compensate (balancing effect) for employees' own moral behavior. In an experimental study, in which we randomly assign individuals to work for a company engaging either in CSR or CSIR, we investigate participants' donation behavior. Our results indicate that individuals who work for a CSR compared to a CSIR company donate significantly more money to a charity that serves an environmental purpose, but not more money to a charity that serves a broader social mission.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Voice and Silence at Work (session 1196)

A Self-Protective Perspective Exploration Between Organizational Politics and Self-Interested Voice

Author: **Jinyun Duan**; East China Normal U.

Author: **Yue Xu**; Xi'an Jiaotong-Liverpool U.

Author: **Wang Xiaotian**; Soochow U.

Author: **Chiahuei Wu**; Leeds U. Business School

Employee voice is almost exclusively thought to stem from well-intended motives, even though some scholars have argued that it may be self-interested. In this paper, we introduce a new type of employee voice—self-interested voice, and explore the impact of employees' perceived organizational politics (POP) on it from a self-protective perspective. With time-lagged survey data collected from 262 employees and their direct leaders in China, we found that POP is positively related to self-interested voice through self-serving cognition. In addition, Machiavellian personality strengthens the positive relationship between POP and self-serving cognition, as well as the indirect effect of POP on self-interested voice via self-serving cognition. Implications for theory and practice are discussed.

[view paper \(if available\)](#)

provided support for the hypothesized model, in which perceived job insecurity enhanced emotional exhaustion and turnover intentions, culminating in sickness absence and actual turnover. As expected, charismatic leadership buffered against these negative outcomes. In contrast to our prediction, servant leadership even increased the detrimental effects of perceived job insecurity. Our discussion focuses on theoretical and practical implications of these results.

[view paper \(if available\)](#)

Transformational Leadership and Followers' Thriving at Work: An Examination of Underlying Mechanisms

Author: **Arpana Rai**; Indian Institute of Management, Udaipur

Author: **Minseo Kim**; Griffith U., Brisbane, Australia

Author: **Darshana Hazarika**; -

The present study aims to examine the mechanisms through which transformational leadership influences followers' thriving at work. We identified two key mechanisms—perceptions of warmth and competence to examine the effects of transformational leaders on follower outcomes. Using a serial mediation model, we proposed that transformational leaders are perceived by their followers as both warm and competent, and these perceptions foster followers' trust in leader (affective and cognitive trust respectively), which subsequently promote their thriving at work. Based on data collected from 286 managerial employees working across a wide range of Indian organizations, we found support for our hypotheses. Implications for theory and research are discussed.

[view paper \(if available\)](#)

Tech-Savvy Leaders and Uncertain Members in the Face of AI: Moderated Mediation Processes

Author: **Masaki Matsunaga**; Kyushu U.

The current study has examined the impact of uncertainty about work environment on job-related outcomes with the data collected through a two-

More Depletion, Less Voice? The Role of Implicit Voice Theories and Voice Efficacy

Author: **Xiaofei Hu**; Hong Kong Polytechnic U.

To reconcile prior mixed findings on the relationship between ego depletion and voice, this study introduces self-protective implicit voice beliefs as the key between-level boundary condition that determines whether ego depletion reduces voice. Based on the Quad process model, this study proposes a mediated moderation model and simultaneously considers the effect of implicit voice beliefs and ego depletion when predicting voice behavior. Data was collected from 128 employees across ten work days using an experience sampling methodology. The results indicated that self-protective implicit voice beliefs (SIVBs) moderated the relationship between daily ego depletion and daily voice such that the relationship was more negative when SIVBs were high, but turned insignificant when SIVBs were low. In addition, daily voice efficacy mediated the interaction effect of ego depletion and SIVBs on daily voice. Theoretical and practical implications of these findings were also provided.

[view paper \(if available\)](#)

Do They Like What I Have to Say? How and When Supervisor Voice Endorsement Predicts Work Engagement

Author: **Yuhuan Xia**; Beijing Jiaotong U.

Author: **Yuanyuan Lan**; Beijing Jiaotong U.

Author: **Alex L. Rubenstein**; U. of Central Florida

Author: **Mengxi Xing**; Qingdao U.

Author: **Shuang Li**; School of Economics and Management, Beijing Jiaotong U.

Drawing on social exchange theory, in this study we develop and test a moderated mediation model of the relationship between voice endorsement and work engagement. Utilizing dyadic data from 87 supervisors and 427 subordinates, our results reveal that leader-member exchange mediated the relationship between voice endorsement and work engagement. Further, we found that perceived

wave survey from 508 dyads of white-collar workers and their direct supervisors in AI-powered organizations in Japan. The results of structural equation modeling (SEM) suggest that: (a) the effects of uncertainty are mediated by organizational members' professional identity (i.e., uncertainty is negatively associated with professional identity, which is, in turn, related to organizational commitment, job satisfaction, and job performance of members); (b) transformational leadership of direct supervisors is positively associated with members' professional identity; and (c) perceived digital literacy of direct supervisors moderates the effects of transformational leadership in a complex manner, such that, when uncertainty is higher and the digital literacy of supervisors is higher, the impact of transformational leadership on professional identity is greater, while the opposite pattern has been detected when uncertainty is lower. These findings are discussed with reference to relevant theories such as the social process of leadership and authentic leadership theory.

[view paper \(if available\)](#)

Transformational Leadership and Emotional Exhaustion: A Conservation of Resources Perspective

Designated as a "Best Paper" for OB

Author: **Maie Stein**; U. of Hamburg

Author: **Sylvie Vincent-Höper**; U. of Hamburg

In this study, we draw upon conservation of resources theory to suggest that transformational leaders' capacity to encourage extra effort might both energize and exhaust followers depending on their ability to replenish energy reserves. Specifically, we argue that the indirect relationship between transformational leadership and emotional exhaustion via extra effort varies depending on followers' levels of psychological detachment from work during nonwork time. We tested the hypothesized conditional indirect effect model using three-wave data from 214 employees working in various industries. The results showed that transformational leadership was positively related to extra effort. Furthermore, we found that psychological detachment moderated the relationship between extra effort and emotional

power distance moderated the positive relationship between voice endorsement and leader-member exchange, such that the relationship was stronger for employees reporting higher perceived power distance. Finally, perceived power distance also moderated the indirect effect of voice endorsement on work engagement via leader-member exchange, such that the indirect effect was stronger for employees high in perceived power distance. Theoretical and practical implications of our findings, as well as limitations and directions for future research, are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

exhaustion such that extra effort was negatively related to exhaustion with high psychological detachment and positively related to exhaustion with low psychological detachment. The indirect relationship between transformational leadership and exhaustion via extra effort was negative with high psychological detachment and positive with low psychological detachment. The findings of this study indicate the importance of recognizing that the beneficial effects of transformational leadership in reducing emotional exhaustion may not hold for all followers but are dependent on followers' levels of psychological detachment. Returning to one of the original premises of the transformational leadership model that transformational leaders bring about extra effort is helpful in further understanding the dark side of transformational leadership for employee well-being.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

MOC

HR

Work Design, Technology, and Artificial Intelligence: Keeping Humans at the Center of Work (session 1204)

In light of ever-increasing technological change, this symposium is designed to educate both researchers and practitioners about the key role work design can play in technology design and implementation. Through better design and implementation choices, the positive outcomes of work design may be retained and even enhanced. A key focus of this symposium is the empirical examination of various technology-work design relationships (e.g. robotization, algorithmic management, task automation, algorithmic decision-making) across multiple employment sectors and populations (e.g. health sector, construction workers, architecture, low vs. high-skilled professions). Accordingly, we present a series of papers that adopt diverse methodologies (interviews, case study, experiment, etc.) to examine 1) how technology can be

OMT

ENT

SIM

Craft and Hardship (session 1207)

In this symposium, we collectively explore the interplay between craft and various forms of hardship, including isolation, poverty, displacement, mental illness, and gender-based marginalization. Today's society is experiencing a revival of craft and recent studies associate craft work with positive social outcomes, whether at the individual, organizational, communal, or societal level. For instance, craft work is regarded as more meaningful compared to common forms of work common in modern organizations that is described as alienating or exploitative. Similarly, the revival of craft has been touted as a more optimistic path toward the preservation of human skill or local community in the face of ongoing digitalization and globalization. In spite of these, often implicit, positive assumptions about craft, we have surprisingly limited empirical work that explores the value and nature of craft work. In this symposium, we bring together four studies that consider how craft may alleviate

developed for good quality work design; and 2) how can the implementation of technology augment or curb the positive effects of existing work design?

Algorithms as Work Designers: How Algorithmic Management Influences Work Design

Xavier Parent-Rochelleau; HEC Montreal
Sharon Parker; Centre for Transformative Work Design / Curtin U.

Terminator or R2-D2: Robotization and Meaningful Work

Hannah Ariane Berkers; Eindhoven U. of Technology
Jilles Smids; Technische U. Eindhoven
Sven Nyholm; Technische U. Eindhoven
Pascale Le Blanc; Eindhoven U. of Technology

Human-Centered Design of Future Work Systems: Examples of ICU Doctors and Nurses

Nadine Bienefeld; ETH Zurich
Sophie Kerstan; ETH Zurich
Gudela Grote; ETH Zurich

Investigating the Ethical Implications of Working with Algorithm-Based Decision-Making

Anupama Bharadwaj; U. of Western Australia
Sharon Parker; Centre for Transformative Work Design / Curtin U.
Patrick Dunlop; Curtin Business School
Lisette Kanse; U. of Western Australia

An Analysis of Three Case Studies on Digitalization in Architecture and Construction

Aniko Kahlert; ETH Zurich
Konrad Graser; ETH Zurich
Gudela Grote; ETH Zurich

Asynchronous

PRACTICE THEME RESEARCH SYMPOSIUM ASYNCHRONOUS

OMT
SIM
ONE

Maintain or Disrupt: Narratives of

individual and communal “hardships” and, vice versa, how the experience of hardship may influence the practice, persistence and outcomes of craft work. By exploring various forms of hardship and tackling the relationship with craft from various perspectives and levels of analysis, the symposium will aim to advance understanding of the intrinsic and practical benefits of craft organizing in society.

Knitting Renaissance: Emotions in Counteracting Hardships in Socially Innovative Craft Businesses

Ines Peixoto; Aalto U.
Gloria Kutscher; Aalto U., Department of Management Studies

Gendered Expectations and Artistic Innovations

Eun Young Song; U. College London

Exploring the Role of Hardship in the Persistence of a Folk Craft: The Case of Koniaków Lacemaking

Monika Zebrowska; U. of Cambridge
Jochem Kroezen; U. of Cambridge

Syrian Women Refugees: Transforming Identities Through Craft Work During High Uncertainty

Sophie Alkhaled; Lancaster U. Management School
Innan Sasaki; Warwick Business School

Asynchronous

THEME RESEARCH DIVERSITY SYMPOSIUM ASYNCHRONOUS

OMT
MOC

Maintaining and Changing Categories: Applying a Practice Lens

Sustainability in Finance (session 1210)

Management scholars are increasingly mobilizing research to better address grand challenges that face society. One such challenge is that of integrating sustainability in finance, which involves combining financial objectives with non-financial concerns in investment decision-making. In mixing in non-financial concerns, sustainability is at odds with a traditional finance approach in which profit maximization plays a guiding role. Recent research has shown what actors are doing to embed sustainability in finance; however, they have done so from disparate theoretical traditions. A central tension that has emerged is that of embedding sustainability practices in existing structures or engaging in a friction between sustainability and traditional approaches to finance. We build on the tradition of Institutional Work and the concepts of maintenance and disruption to conceptualize this tension. In this symposium we propose four empirical papers from different view-points (hedge funds, conservation finance, academia, and asset management firms) and extend theory with a discussion on the interplay between maintenance and disruption in grand challenges.

Why Activist Hedge Funds Target Socially

Responsible Firms: The Signaling Costs of CSR

Mark R. Desjardine; Penn State Smeal College of Business

Emilio Marti; Rotterdam School of Management, Erasmus U.

Using Conservation Finance and its Metrics to Reconcile Indigenous and Non-Indigenous Peoples

Diane-Laure Arjalies; Ivey Business School

Bobby Banerjee; City, U. of London

“Performativity Crisis” in Academia: The Emergence of a Sustainable Finance Epistemic Community.

Rachelle BELINGA; MINES ParisTech – PSL Research U.

The Role of Emotion in the Translation of Sustainability in Finance.

to Categorization Theory (session 1208)

In this symposium, we draw from practice theory in an effort to understand why and how categories, and the social meanings they carry, may change over time. Market and product categories are often defined by the sociocultural practices in which they are implicated and utilized; we engage in a discussion around how categories' meanings are generated and changed through patterns of use in such practices. In doing so, we extend categorization theory in new directions and offer an agenda for future research applying a practice perspective to categorization and classification processes.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Tamar Gross; New York U.
Tracy Van Holt; NYU Stern

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

OMT

ENT

New Advancements in Quantitative Institutional-Theory-Testing Research (session 1206)

This symposium makes a direct contribution to the 2020 AOM's theme to "Broaden our Vision," promoting cross-disciplinary dialogue among scholars from organization theory, entrepreneurship, and economics, to deepen our understanding of "how, why, and when" institutions matter for entrepreneurial activity and innovation. To discuss the latest advancements in literature, we feature the work of both strong emerging scholars and established institutionalists that blend theory-building with empirical rigor. Inspired by recent calls made in editorials of the Administrative Science Quarterly, Journal of Business Venturing, and Entrepreneurship Theory & Practice to ensure rigor in scholarship, we feature papers that address some of the most challenging empirical issues associated with studying institutions and entrepreneurial activity. Our symposium also makes a methodological contribution to the 2020 AOM theme as it blends quantitative and qualitative methods showcasing a mixture of empirical tools that include field experiments, multi-level approaches, panel data econometrics, topic modeling, and case studies.

New Advancements in Quantitative Institutional-Theory-Testing Research

Vartuhi Tonoyan; U. of Alberta

Christopher Boudreaux; Florida Atlantic U.

Christopher I. Rider; U. of Michigan, Ross School of Business

Angelique Slade Shantz; U. of Alberta School of Management

Robert Neal Eberhart; Stanford U.

Renee Maria Rottner; U. of California, Santa Barbara

Michael Lounsbury; U. of Alberta

ONE

Framing Sustainability (session 1211)

Generational Variation in the Antecedents of Environmental and Social Sustainability in Family Firms

Author: Bikramjit Ray Chaudhuri; S P Jain Institute of Management and Research

Our understanding of the effect of the generational variation on the antecedents of the non-economic strategy of family firms is limited. We bridge this gap by establishing the effects of the generational difference of family firms on the factors affecting implementation of their corporate environmental and social sustainability strategy. Within stewardship theory and organizational life cycle framework, we assert that the importance of the antecedents of the strategies change from first- to second- to third-generation family firms. We developed a proprietary data set of 163 publicly listed Indian firms from a questionnaire survey and secondary sources to support our hypotheses.

[view paper \(if available\)](#)

Framing Contests and Emerging Institutional Landscape for Automotive Emission Control

Author: Ei Shu; ESLSCA Business School Paris

By conceptualizing institutional opportunity landscape as an unfolding emerging space that is shaped and reshaped within multiple actors' framing strategies over time, this study in particular examine how framing contests unfold as a sequential process. Using a combined data set of semi-interviews and various sources of archival data, the findings add to the extant research by providing unique insights on how independent strategic actions of marginalized actors triggered social activists framing contests on automotive

Adam Robert Castor; Sungkyunkwan U.
Patricia H. Thornton; Texas A&M U., College Station
Kim Klyver; U. of Southern Denmark
Karl Täuscher; U. of Manchester
Luciano Barin Cruz; HEC Montreal

Asynchronous

THEME

SYMPOSIUM

ASYNCHRONOUS

emission control unintendedly, as a consequence, disrupting the existing institutional opportunity structure.

[view paper \(if available\)](#)

Bringing Values into Retail Investments: The Role of Work Identification in Responsible Investing

Author: **Anjali Chawla**; McMaster U.

Author: **Brent Alexander McKnight**; McMaster U.

Author: **Kevin Jason Veenstra**; Degroote School of Business, McMaster U.

Most research on responsible investing (RI) has focused on how the choices, motivations, and behaviors of retail investors influence RI adoption. However, financial advisors also play a critical role intermediating RI acceptance among their clients. In this study we draw on work identification theory to explain how the values and motivations of RI advisors influence how and whether advisors effectively engage their clients with RI products and services. Our qualitative study found that work identification in RI advisors resulted in a higher willingness to invest time and energy, an orientation to develop values-based relationships with clients and a heightened commitment towards RI; each of these positively influenced the professional outcomes of acquiring more RI clients and gaining acceptance for RI among clients. In contrast, the RI advisors who lacked this identification struggled to find acceptance for RI among their clientele.

[view paper \(if available\)](#)

Combining SDGs: The Need for a Responsive Approach to Manage Sustainability Paradoxes

Author: **Angela Greco**; Ivey Business School

Social purpose organizations are increasingly facing the need to address multiple sustainable development goals simultaneously. One way to address multiple sustainability demands is to seek synergies among them, while minimizing underlying tensions between those demands. Paradox lenses are increasingly used to understand how organizations can manage conflicting –yet

interrelated- sustainability goals. Via action research in the setting of a Dutch housing association, we analyse the process of strategy change while observing the societal response to this change. First, we identify the synergies and conflicts of the organization's sustainable demands, which we categorize as good intentions and unintended consequences, respectively. Second, we define specific types of sustainability paradoxes that emerge while implementing a new sustainable goal. Our abductive study shows that a poor management of tensions hinders an organization's proactive stance to solving sustainability challenges. We contribute to the literature on social purpose organizations by showing that a proactive approach to sustainability does not always lead to positive social impacts and suggesting that responsive approaches are to be preferred when combining sustainable development goals that show paradoxical relationships among each other.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OSCM

Ambidexterity and Operational Capabilities (session 1212)

Using Dynamic Capabilities to Counter Turbulence and Uncertainty: Implications for Firm Performance

Author: **Mahesh Srinivasan**; U. of Akron

Author: **Prashant Srivastava**; Drexel U.

Author: **Karthik Iyer**; U. of Northern Iowa

Using the environment-strategy-performance perspective and dynamic capabilities framework, we develop a theoretical model and hypotheses specifying how supply chain collaboration as a response to environment context factors - competitive intensity, supply uncertainty, technological turbulence and market turbulence using a lean and agile strategy may influence firm performance. We test the model using PLS-SEM on data collected from a field survey with responses

PNP

Inter-Organizational Collaboration and Networks (session 1214)

How Do Hybrid Organizations Learn from Collaboration? Knowledge Transfer in Social Enterprises

Author: **Jingjing Weng**; Yuan Ze U.

Author: **Li-Hsiang Yi**; National Tsing Hua U.

Author: **Ying-Che Ali Hsieh**; National Tsing Hua U.

Author: **Harn-Ching Chiu**; National Tsing Hua U.

Research on social enterprises is becoming popular in both practice and academia; it is referred to as a hybrid research context that integrates social and business missions, and develop different strategic alliances, product development, and knowledge management in a business context. In terms of the lack of knowledge research in the hybrid context, this study explores how social enterprises learn from cross-sectoral social partnership, using a

from 152 manufacturing firms representing a variety of industries. Empirical findings generally support the relationship between collaboration and firm performance using a lean and agile strategy. Also, for firms in industries that face an environment characterized by high supply uncertainty and competitive intensity with, technological turbulence, the study finds evidence of a direct relationship between these environmental factors and supply chain collaboration. The findings provide an initial strategic response framework for appropriately aligning a lean and agile supply chain strategy through collaboration with environment context factors to achieve firm performance improvements.

[view paper \(if available\)](#)

The Role of Structural and Social Mechanisms of Process Management Programs on Ambidexterity.

Author: **Carolina Rojas**; U. Catolica del Norte

Author: **Julio A. Pertuze**; Pontificia U. Católica de Chile

Author: **Amanda Jasmine Williamson**; Waikato Management School

The purpose of this paper is to examine the effect of Process Management Programs (PMPs) on firm ambidexterity under two contingencies: organizational size and environmental uncertainty. We posit that the role and effect of the structural and social mechanisms of PMPs change under such contingencies, thereby affecting ambidexterity. Specifically, we test whether the organizational size and environmental uncertainty moderate the relationship between the structural and social mechanisms of PMPs and the capacity of an organization to become ambidextrous. We tested this moderation model using CEO surveys and archival data from 237 Chileans SMEs. Our findings show that structural mechanisms have a negative effect on ambidexterity for larger firms but a positive effect for smaller firms. Social mechanisms have a positive effect on ambidexterity for larger firms, especially for those operating in uncertain environments. This research contributes to the operational management literature by offering an alternative contingent explanation of the effects of PMPs on ambidexterity and by proposing an appropriate mix of structural or and social

knowledge-based view. By investigating 14 social enterprises in Taiwan, we adopt qualitative research with a grounded theory approach to identify the knowledge types (including business and social) transferred through such partnership. A theoretical framework is proposed to show how the different types of knowledge are transferred through such partnership. Furthermore, we reveal the specific features of social enterprises that facilitate/restrict both intrafirm and interfirm knowledge transfer. Our contributions lie in the connection of knowledge studies to the hybrid context, the disclosure of the differences in knowledge transfer in the business/social sectors and the generation of in-depth insights into how knowledge can be managed under the dual mission in hybrid organizations.

[view paper \(if available\)](#)

Knowledge Sharing in a Contentious Regulatory Policy Network

Author: **Jeongyoon Lee**; Ball State U.

Author: **Kun Huang**; U. of New Mexico

We examine knowledge sharing mechanisms in a contentious cross-sectoral regulatory policy network where diverse organizational actors collaborate and compete in coalitions to design innovative solutions to collective problems. Interest group diversity and power differences, particularly their effects on knowledge sharing, are overlooked yet important for cross-sectoral regulatory networks. Analysis of relationship data from a local hydraulic fracturing regulatory policy network in New York finds that different group identities and power imbalance in pairwise relationships could negatively affect knowledge sharing, despite relational assets such as trust and informal collaboration. Our research advances knowledge sharing scholarship by unlocking how dyadic differences in interest group identity and power are associated with knowledge withholding in a regulatory policy network.

[view paper \(if available\)](#)

Impartial Network Orchestration: Multiple Service Domains and the Need for Intentional Neutrality

mechanisms when implementing PMPs to improve firm performance.

[view paper \(if available\)](#)

Effects of Performance Measurement System Uses on Organisational Ambidexterity and Firm Performance

Author: **Matteo Mura**; U. of Bologna

Author: **Pietro G. Micheli**; U. of Warwick

Author: **Mariolina Longo**; Alma Mater Studiorum U. di Bologna

This study considers how performance measurement systems (PMS) can be used to foster organisations' exploitative and explorative orientations, and impact company performance. Drawing on the levers of control framework, the results of a survey of 153 Italian firms show that a diagnostic use of PMS has a positive impact on both exploitation and exploration, whereas an interactive use has no effect on exploitation and only a marginal one on exploration. However, the dynamic tension created by a joint diagnostic and interactive use has the most positive effect on organisational ambidexterity. Contrary to extant research, these findings depict the relationship between diagnostic and interactive uses not as one of opposing forces, but rather as one of synergy where the diagnostic is necessary to guide opportunity search and to establish an appropriate scope for exploration-related activities. Moreover, the use of PMS is found to positively impact organisational performance, although this depends on an organisation's capacity to promote both explorative and exploitative orientations. Finally, we identify the combination of PMS uses as an important antecedent of organisational ambidexterity and show that ambidexterity positively impacts firm performance.

[view paper \(if available\)](#)

Towards a Revised Conceptualization and Theorization of Lean Supply Management

Author: **Fernando Naranjo**; U. of Western Ontario

Author: **Larry Menor**; U. of Western Ontario

Author: **P Fraser Johnson**; U. of Western Ontario

Author: **Lauren McKeague**; Virginia Tech

Author: **Robin Hargroder Lemaire**; Virginia Tech

This study analyzes the potential for structural subgroups to form in complex, purpose-oriented networks, based on organizational domain. Additionally, it proposes the concept of impartial orchestration as a way to ameliorate the structural isolation of domain-delineated sub-structures within a whole network. By analyzing the structures of two networks in different stages of maturity, we demonstrate both the presence of domain-based subgroups, and the structural effects of impartial orchestration on the whole network over time. The study contributes to both theory and practice by connecting research on network structure with the practical challenges of managing complex, multi-sector networks.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

We present a novel conceptualization and theorization of lean supply management (LSM) that captures contextually specific supply challenges that firms face in fulfilling their LSM performance objectives and their contingent association with specific lean practices. We illustrate the practical relevance and application of our contextual contingent LSM conceptualization using a Delphi survey of Canadian agri-food experts to examine what specific supply challenges and lean pillars are associated with pursued LSM performance objectives, and explore what lean supply management means from a practitioner's perspective. The theorization underlying this study's novel LSM conceptualization is rooted in insights emanating from tenets of the practice-based view.

view paper (if available)

**Strategic Choice Under Institutional Uncertainties:
How Do MNCs Interact with Weak Institutions?**

Author: **Kenyth Alves De Freitas**; Fundacao Getulio Vargas

Author: **Ely Laureano Paiva**; Fundacao Getulio Vargas

Author: **Barbara B. Flynn**; Indiana U.

Although the role of the institutions is to reduce uncertainty, a weak institutional environment can have the opposite effect, increasing uncertainty for a multinational company (MNC). Therefore, MNCs adapt their strategies in a weak institutional environment. However, according to co-evolutionary theory, they also can influence those institutions. Our research focuses on how MNCs adapt their strategy to uncertainty caused by weak institutions and how they can build influence them. We conducted an inductive multiple case study of seven companies, leaders in their global and national markets, in four industries in Brazil: automotive, beverage, cosmetics, and tobacco. Our findings suggest that high levels of institutional uncertainty not only affects MNCs directly, but that it also serves as a source of relational uncertainty by affecting their suppliers and markets. They also reveal how greater uncertainty can result in internal resource improvement through an exploitation strategy, causing an MNC to have a major influence over its

partners and their institutional environments. Finally, they show how market composition can determine channels of influence over institutions, directly by an MNC or indirectly by industry associations. Our study contributes to understanding the role of weak institutions as a source of uncertainty that influences operational strategy definition.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

PNP

Performance Measurement and Management - 1 (session 1213)

Ambidextrous Sustainability, Organisational Structure, and Performance in Hybrid Organisations

Author: **Joshua Maine**; Jönköping International Business School

Author: **Emilia Florin Samuelsson**; Jönköping International Business School

Author: **Timurs Umans**; Jönköping International Business School

Based on the case of Swedish municipal housing corporation, this study explores how ambidextrous sustainability relates to the organisational performance of these hybrid organisations and how this relationship is contingent on the organisational structure of these organisations. The study is based on the multiple data sources comprising a case on Swedish municipal housing corporations. The data sources consist of the survey sent to all top management team members of Swedish municipal housing corporations, archival data containing financial and non-financial data on these corporations as well as explorative interviews and observations of the top management team and board of directors members of one Swedish municipal housing corporation. The findings suggest that ambidextrous sustainability, i.e. balance between explorative and exploitative sustainability orientation has a positive relationship with the organisational performance of Swedish municipal

RM

SAP

Perspectives on Replication in Qualitative Research (session 1215)

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

housing corporations. The paper further indicates that structural element of centralisation has a positive direct relationship with the performance of these organisations and serves a positive reinforcing role in the relationship between ambidextrous sustainability and organisational performance. Finally, the study shows that a high degree of a structural element of connectedness weakens the relationship between ambidextrous sustainability and organisational performance of the organisation under study, while a lower degree of connectedness reinforces and strengthen this relationship.

[view paper \(if available\)](#)

Are Governments Better than Donors at Rewarding Nonprofit Performance?

Author: **Jason Coupet**; North Carolina State U.

Abstract Nonprofits engaged in social production can receive funding from both donors and governments. Much of the nonprofit performance theory is based in economic organization literature and suggests that donors are unlikely to base donation decisions on nonprofit production, But governments may prioritize performance in nonprofit funding decisions. Using rare internal production reports from the nonprofit housing sector and dynamic panel data analysis, this study compares the effects of performance on donor and government funding. We find that a 1% increase in production increases donations by only 0.09%, but increases government funding by 0.32%.

Governments are less sensitive than donors to problematic financial ratios and also seem to be better at observing and rewarding nonprofit performance than donors. Governments are also much more responsive to donations than donors are to government funding. Findings indicate that donors face more costs in observing performance than nonprofits do in sharing it, and that future scholarship in both public and nonprofit management should consider that government might have a unique advantage as nonprofit principals.

[view paper \(if available\)](#)

Performance-Related Pay in the Chinese Education Sector: A Balance Between Efficiency and Wellbeing

Author: **Binhua Eva Huang**; Wilfrid Laurier U.

Author: **John Benson**; Monash U., Malaysia

Author: **Ying Zhu**; U. of South Australia

Performance-related pay (PRP) has been a paradox in the public sector. In recent years PRP has witnessed renewed interest although, as a managerial initiative, it is problematic as it does not seem to fit with the nature and intent of public organizations. Moreover, why PRP continues to be pursued in the public sector remains a puzzle given that it has consistently failed to deliver on its promise. This paper explores this paradox and addresses the question of how best can PRP be introduced in public sector organizations. Data for the study was collected from three-rounds of semi-structured interviews with principals in the Chinese education sector over a ten-year period. Based on this data the research found that by adopting a pragmatic integration model based on the economic paradigm and humanistic management theories, the paradox underpinning PRP could be better understood and that PRP could work well in public organizations. The paper contributes to the literature of both the economic paradigm and humanistic management and offers significant practical implications for the adoption of PRP in the public sector.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

STR

Antecedents and Consequences of Divestitures (session 1218)

Market Exit and the Potential for Resource Redeployment: Evidence from the Global Retail Sector

Author: **Timo Sohl**; U. Pompeu Fabra

Author: **Tim Folta**; U. of Connecticut

STR

Board Characteristics, Diversity, and Performance (session 1221)

When Do Firms Choose Substantive Over Symbolic Compliance with Board Gender Quotas?

Author: **Punit Arora**; City U. of New York

Author: **Patricia Gabaldon**; IE U.

Author: **Cynthia E. Clark**; Bentley U.

This study examines how factors that encourage resource redeployment influence market exit decisions by focusing on the potential for redeploying location-bound fixed assets across businesses within geographic markets. We argue that exit through internal redeployment is more likely when businesses have related siblings (lower adjustment costs), are exposed to negative regulatory shocks (higher transaction costs), and perform poorly relative to their related siblings (inducements). We also suggest that corporate parents redeploy the fixed assets of a withdrawing business to those related siblings that can more profitably expand capacity in the market. Using a unique panel dataset on 3,082 chains from the global retail sector and their potential to redeploy physical stores across sibling chains in 106 foreign markets, we find evidence supportive of our arguments.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

This study assesses whether and when the firms choose to use symbolic or substantive compliance strategies in response to exogenous shocks in their institutional environment. We theorize that the joint effect of a quota target for women on boards and the quality of the firm's performance is such that firms with a high distance to the country's quota target and are satisfied (v. dissatisfied) with their financial performance are more likely to use symbolic (v. substantive) compliance. While institutional theorists have often noted the use of symbolic compliance, ours is one of the first studies to provide conditions under which firms are more likely to prefer one or the other form of compliance. Further, by highlighting the preference of female CEOs for substantive compliance in all scenarios, we provide boundary conditions on institutional theory predictions. We contribute to literatures on institutional theory, behavioral theory and gender diversity on corporate boards.

[view paper \(if available\)](#)

Board Chair Career Variety, Selection of Independent Directors, and Firm Innovation Outcomes

Author: **Wei Chi**; Tsinghua U.

Author: **Jing Zhou**; Rice U.

Author: **Xiaoye Qian**; Sichuan U.

Given that board chairs are regarded as a firm's most powerful leader in many countries, this study investigates the impact of their career variety on firm innovation outcomes. Building on recent upper echelons theory argument that career variety reflects both one's dispositional preference for novelty and accumulated cognitive breadth, we propose that board chairs with higher career variety are likely to have not only a stronger motivation to pursue innovation but also a greater capability to facilitate innovation thorough the appointments of independent directors who can help their firms improve innovation outcomes. Consequently, we predict that board chair career variety is positively associated with firm innovation outcomes both directly and indirectly via the appointments of independent directors. Using data from a large sample of publicly listed non-state-controlled firms

in China during 2006 to 2016, we find that the number and the overseas experiences of independent directors partially mediate the positive effect of board chair career variety on firm innovation outcomes, as measured by the numbers of patent applications filed and granted. These results support our theoretical predictions and contribute to the literature on how upper echelons impact firm innovation outcomes.

[view paper \(if available\)](#)

Just Diverse among Themselves: Negative Performance Feedback and Board Diversity

Author: **Heejung Jung**; Imperial College London

Author: **Yonghoon Lee**; Hong Kong U. of Science and Technology

Author: **Sun Hyun Park**; Seoul National U.

This paper studies how negative performance feedback changes the composition of the board of directors, who are instrumental in shaping major strategic changes. When a firm experiences a performance shortfall below its aspirational level, it is motivated to not only search for alternative strategic options but also seek efficiency in its decision-making process. We theorize that these motivations lead the board to adapt differently along two dimensions of diversity. On one hand, the board of an underperforming firm increases expertise diversity based on directors' job-specific experiences, which broadens the scope of knowledge in exploring multiple possible remedies to the current performance problem. On the other hand, the board of an underperforming firm decreases ascriptive diversity based on directors' inherent and impermeable social categories that creates rigid intergroup boundaries for quick consensus building and efficient implementation of the strategic alternative. We further theorize that these tendencies are moderated by having minorities as chairs, either in terms of expertise or ascriptive backgrounds. Based on the boards of 727 U.S. public firms in manufacturing industries, we find that boards of underperforming firms diversify in their expertise pool (e.g., industry experiences, board experience, and functional background) but homogenize in their ascriptive backgrounds (e.g., gender and ethnicity). When the chair of the board is

an ascriptive minority (e.g., female or non-white), the effect of negative performance feedback on ascriptive diversity is weakened. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Stigmatized Industries: Implications for Director Characteristics

Author: **James Grabowski**; U. of Kansas

Author: **Long Su**; U. of Kansas

Author: **Vincent L. Barker**; U. of Kansas

In recent years, research has explored stigma at the organizational and industry level. However, most studies have exclusively explored sin industries which are subset of stigmatized industries. To advance a better understanding of how industry stigma can affect a firm, we explore the stigma literature to advance a better understanding of stigmatized industries and how operating in such industries can cause the organization to become stigmatized. In turn, when a firm experiences organizational stigma, members of the firm, such as the strategic leaders of the firm, can also become stigmatized. Specifically, we explore how the composition of boards of directors of firms in stigmatized industries differs from boards in non-stigmatized industries as a result of a restricted or altered director labor market. Theoretical propositions are developed related to board composition, director social capital and director pay.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Capability Transfer (session 1224)

How Multipoint Contact in Product Markets Affects Firm's Expansion into Rival's Technological Areas (WITHDRAWN)

Author: **You-Ta Chuang**; York U.

Author: **David Weng**; Vrije U. Amsterdam

STR

OMT

OSCM

Challenges in Managing Interorganizational Relationships (session 1227)

Author: **Chia-hung Wu**; Yuan Ze U.

Past studies on multipoint competition have mainly focused on the effect of multipoint contact in the product-market domain on firm behaviors in product markets. In this study, we argue that multipoint contact in product markets exerts great influence on a firm's behavior in the technological domain. Our analysis of 211 semiconductor firms reveals that the degree of multipoint contact between a firm and a rival in product markets has an inverted U-shaped relationship with the degree of the firm's expansion into the rival's technological areas. We further showed that the firm's relative capacity to the rival's with respect to their market share and technological statuses and alliances between two firms moderate the effect of multipoint contact in product markets on the firm's expansion. We discuss implications for theory and practice.

view paper (if available)

Star Inventors and Firm Innovation Trajectory

Author: **Chantale Dornez**; U. of Manitoba

Author: **Victor Cui**; U. of Manitoba

Scholars have presented conflicting perspectives regarding whether star inventors have a positive or negative effect on firms' innovation trajectory (i.e., exploratory or exploitative). The objective of this study is to shed light on this important, yet under-theorized, issue in the context of R&D teams. Because stars are at the forefront of knowledge exchange with external parties, we argue that the boundary-spanning ties that stars establish with external parties provide distant learning opportunities conducive to an R&D team's exploratory innovation. However, the positive effect of these ties on team exploration may be undermined, or even flipped, by firm institutions that revolve around stars and the double-edged role of stars' high productivity. Applying multilevel modeling to a sample of 88,835 R&D teams in the U.S. high-technology sector, we find support for our hypotheses. This paper contributes to the literatures on stars and innovation by presenting a paradoxical view of stars' effect on firm innovation and examining the mechanisms underlying firms' innovation trajectory through a micro-lens.

Burn Me Once: Governance Changes Following Contract Violations

Kyle J. Mayer; U. of Southern California

Medha Raj; U. of Southern California

Beverly Rich; U. of Southern California

Stick Together or Break Apart: Unplanned Alliance Dissolution in Light of Adverse Events

Olga Bruyaka; West Virginia U.

Gulnara Zaynutdinova; West Virginia U.

Miles A. Zachary; Auburn U.

Eliciting Carbon Transparency in Supply Chains

Veronica Haydee Villena; Pennsylvania State U.

Robustness and Resilience of Informational Networks in Organizations

Maxim Sytch; U. of Michigan

Mijeong Kwon; U. of Michigan, Ann Arbor

The Role of Strategy in Orchestrating Execution-Oriented Projects

Nuno Oliveira; Tilburg U.

Nicholas Argyres; Washington U. in St. Louis

Fabrice Lumineau; Purdue U.

Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

[view paper \(if available\)](#)

**Explicit and Tacit Practice Transfer Methods:
Evidence from Two Field Experiments**

Author: **Thomaz Teodorovicz**; Harvard U.

Despite the recent advances in communication technologies and the extant literature on intra-organization knowledge transfer, organizations still invest in unsuccessful initiatives to disseminate practices. This suggests that the mechanisms leading to a successful transfer remain elusive. A key obstacle to understand the determinants of successful practice transfer initiative is that these are often endogenous processes. In this paper, I address some of these theoretical and empirical challenges by conducting two field experiments where 804 managers from a national branch of a large multinational firm were exogenously assigned to distinct practice-transfer method pairs. More specifically, I analyze practice transfer implications of employing explicit (non-personalized and non-interactive) transfer methods with heterogeneous credibility (Experiment 1) and further compare explicit to tacit (personalized and interactive) transfer processes (Experiment 2). The main results of the experiments are: 1) credibility is a double-edged sword which facilitates knowledge transfer for practices associated with such credibility while hindering the transfer of other practices; and 2) tacit methods allow for the transfer of knowledge content outside an initially codified scope. These findings complement the knowledge transfer literature by showing that outcomes from a practice transfer initiative depend on the fit between the characteristics of a transfer method and of the practices being transferred.

[view paper \(if available\)](#)

Where Acquisition Capabilities Reside: Corporate Hierarchy, Acquisition Experience, and Performance

Author: **Mario Schijven**; U. of Illinois at Urbana-Champaign

Author: **Xavier Martin**; Tilburg U.

Whereas most research assumes that acquisition capabilities are a unitary construct at the firm level, we theorize that they are dispersed at the head office (CHQ) and business unit (BU) levels in multi-business acquirers. Leveraging knowledge-based theory, we predict that BUs develop context-specific experience which is separate from CHQ's more diverse but less specific experience. We expect BU-level experience is more useful, at least for a BU's subsequent acquisitions, but that corporate level experience complements this. We use hand-collected data on the acquisitions of all business units of a sample of American software firms to test our predictions. We find considerable support for our predictions and discuss implications.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Corporate Governance and Shareholder Heterogeneity (session 1219)

Female Director Appointments Under Institutional Change: Neutralizing Response to Competing Logics

Author: **Toru Yoshikawa**; Singapore Management U.

Author: **Michael A. Witt**; INSEAD

Author: **Jin-Ichiro Yamada**; Osaka City U.

We examine female board appointments in Japan to investigate how managers respond to conflicting institutional logics: all-male insider control vs. gender diversity. Using fuzzy-set qualitative comparative analysis (fsQCA), we find that female board appointments occur when several factors combine to put pressure on firms: stock market underperformance, high levels of visibility, the absence of a stabilizing family owner, and various configurations of foreign shareholder and outside director power as well as the absence of prior female board appointments. However, most firms appoint women with an internal orientation, i.e., who see themselves as working for insiders rather

STR

Family Business Governance (session 1217)

Family Governance and CSR Decoupling

Author: **Sang-Bum Park**; U. of Bradford

Author: **Hicheon Kim**; Korea U.

The rise of corporate social responsibility (CSR) accompanies the growing skepticism about firms' avowed adoptions of CSR policies, which can be coupled or decoupled from their actual implementations. Although firms often put CSR policies in place as window dressing, published studies about CSR decoupling are scarce, leaving the causes and conditions that shape CSR decoupling poorly understood. Drawing on the socioemotional wealth perspective, we theorize that controlling families are concerned with both economic wealth and socioemotional wealth and how they prioritize these dual concerns plays a key role in deciding over CSR decoupling. Specifically, we examine when family ownership is positively or negatively related to CSR decoupling by focusing on the conditions that make family owners concerned more about their socioemotional wealth. We hypothesize that returns

than outside stakeholders such as shareholders. Firms thus adopt the new logics while simultaneously neutralizing its impact. This suggests a possible extension of theory on resolving conflicting institutional logics. We further contribute to our understanding of the international diffusion of corporate governance processes.

[view paper \(if available\)](#)

Shareholder Logic Complexity and Agency Theory

Author: **Victor Zitian Chen**; U. of North Carolina, Charlotte

Author: **Ruth V. Aguilera**; Northeastern U.

Heterogeneity of shareholder purposes challenges the standard agency theory, which has overlooked the diverse social contexts shaping shareholder logics. Considering social constitution into bounded rationality of shareholders, we develop a multi-level theoretical framework to understand inherent conflicts across heterogeneous shareholder logics. Shareholder logics may be acquired or developed in response to the external institutional logics in a source field with which shareholders are embedded. The degree of inherent conflicts between coexisting shareholder logics in an investee, which we term shareholder logic complexity, may depend on the centralization and economic commensurability of institutional logics in a shareholder logic's source field, power structure inside the organization of a shareholder and the board of directors of the investee, as well as identification across levels (field, shareholder as an organization, and the board of directors of the investee). Finally, the optimal agency governance between outcome- and behavior-based mechanisms depends on the degree and the focus (goals or means) of shareholder logic complexity. Our augmented agency theory incorporating socially constituted shareholders offers new theoretical implications on some fundamental premises in corporate governance, including corporate objectives, classification of shareholder identities, and agency problems.

[view paper \(if available\)](#)

and risks of CSR decoupling vary across firms according to the priority the family place on financial or nonfinancial gains. We argue that family ownership is positively related to CSR decoupling since family principals are more concerned with economic wealth as their ownership increases. However, this relationship shifts from positive to negative when the family CEO is at the helm of the firm because a family CEO increases family visibility and the family's socioemotional concern. We also find that firm visibility attenuates the positive effect of family ownership on CSR decoupling. Our study uncovers the ambivalence of family control and reconciles previous inconsistencies in the literature on family business and CSR. In this way, we make a larger theoretical contribution to institutional theory and a wide array of decoupling studies.

[view paper \(if available\)](#)

Dividend Policy of Large Publicly Held Family Firms: Socioemotional Wealth (SEW) Perspective

Author: **Yoonjeoung Heo**; National U. of Singapore

Despite the prevalence of family firm studies based on socioemotional wealth (SEW) perspective, we lack our understanding in what determines the degree to which owner family's SEW encompasses from owner family members to external stakeholders. This paper suggests that, in large publicly held family firms, owner family's discretion level and their interplay with different shareholders affect the degree to which owner family's SEW encompasses its minority shareholders. Assuming that dividend payout indicates firm's level of minority shareholder protection, this study investigates heterogeneity in dividend policy across publicly held family firms in Korea. The results suggest that although family firms are likely to offer higher dividend payout than non-family firms, family-managed firms are likely to offer lower dividend payout than professional-managed family firms. Moreover, the shares of owner family strengthen the negative relationship, while the shares of powerful non-family shareholders weaken the negative relationship between family-managed firms and dividend payout.

[view paper \(if available\)](#)

The Double-Edged Sword of Retaining Non-CEO Inside Directors on the Board for a Firm's R&D-Intensity

Author: **Ibrahim Shaikh**; U. of New Brunswick

Author: **Zhonghui Wang**; California State U. San Bernardino

Author: **Mohamed Drira**; Saint Mary's U.

Agency theory views board independence, retaining a high fraction of outside directors, as a hallmark of effective corporate governance. As a result, many boards now remain so "independent" that over 50% of S&P 1500 firms only have one inside director, who expediently happens to be the CEO. A small but quickly growing body of 'pro-insider' research in agency theory stresses the value of retaining a few additional inside directors as well; to help ensure outside directors are better informed, and CEOs kept in check. While drawing on this research, we extend agency-theory by postulating that a tradeoff exists between the tacit knowledge possessed by an inside director, and how dependent they are on the short-term oriented stakeholders for resources. We predict that while all inside directors bring firm-specific capital, certain insiders are closer to the short-term financial stakeholders, and less likely to promote R&D. We find talented minority insiders selected from within the internal labor market leads to an increase in R&D spending, whereas the retention of a CFO as an inside director results in a significant reduction in R&D-intensity. Also, the presence of long-term financial incentives weakens the well-documented positive relationship between inside directors and R&D-intensity.

view paper (if available)

"Tertius Gaudens": Multiple Large Shareholders and Managerial Expropriation in an Emerging Economy

Author: **Jingyuan Li**; Hong Kong U. of Science and Technology

Author: **Jiatao Li**; Hong Kong U. of Science and Technology

The principal-principal (P-P) problem is a salient corporate governance issue for emerging market firms. Extant literature on the P-P perspective discussed the unilateral expropriation from the

In the Shadow of Predecessors: Intergenerational Succession and Strategic Change in Family Firms

Author: **Zixu Liu**; Tsinghua U.

Author: **Jianghua Zhou**; Beijing Normal U.

Author: **Jizhen Li**; Tsinghua U.

Author: **Chenrui Liu**; Beijing Normal U.

Intergenerational succession is arguably one of the most critical issues in family firms, and is a complex organizational process which often results in changes of business strategies. During the succession process, the first-generation predecessors usually maintain some extent of authority (i.e. some first-generation family members staying in the board/top management team after the second-generation successors have become board chair/CEO) in the family business, so as to legitimate their heirs' role, empower and nurture the heir-successors. But in such a power-transfer process, predecessor-incumbents are often trapped in a paradox of both empowering and dominating their heir-successors. This study of listed family firms in China, shows that in such contexts, predecessors' authority remained in the family firm actually constrains the successors' managerial autonomy, and hampers their ability to implement strategic change. We also investigate individual-level contingencies, i.e. whether the successor is son/daughter of the predecessor and whether the successor is returnee, and show that the negative effect of predecessors' authority on strategic change depends on both the extent of predecessors' influences on successors' decisions, and successors' capabilities to resist their predecessors' domination. The findings in this study provide insights for future research in executive succession, especially in the context of family business.

view paper (if available)

Paradox of Familiness: Evidence from Earnings Management in Korean Family Firms

Author: **Jun Ho Lee**; U. of Kansas

Author: **Minyoung Kim**; U. of Kansas

Author: **Geumjoo Jahng**; U. of Seoul

controlling to the minority shareholders. In this study, we describe and test the consequence of a different form of P-P problem caused by the coordination between the blockholders, which is likely to emerge in firms with a juxtaposition of multiple large shareholders (MLS). We argue that the coordination and bargaining among MLS impair shareholder monitoring and make managers the "tertius gaudens" who expropriate more from firm value. Based on data of Chinese listed firms that are embedded in an emerging economy, we propose and find that the number of large shareholders and the dispersion of ownership among them both lead to higher managerial perquisite consumption. Moreover, different corporate governance mechanisms are not equally effective in mitigating the managerial expropriation entailed by MLS: ultimate controller voting rights and board shareholding are most effective, incentive alignment has only limited effect, and outside director monitoring is not effective. We further discuss the contribution of the current study to corporate governance research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Extant literature offers that the alignment of ownership and controls presumably resolves the agency problem. However, traditional governance mechanisms are limited to resolve agency problems in family firms where interests of family owners and managers are aligned but conflicting with those of other shareholders. Drawing on the principal-principal perspective and the social embeddedness, we develop a theoretical framework to address the agency problems in family firms. Specifically, we theorize different earnings management behaviors between non-family and family firms, and under what conditions family owners and managers engage in earnings management. We also propose a business group, independent board, and dissimilarity in top manager functional backgrounds as governance mechanisms to monitor earnings management in family firms. We investigate the earnings management practices of 570 Korean family and non-family firms from 2002 to 2010. We find that, in general, family firms are less likely to engage in earnings management than non-family firms. However, we also find that the higher the level of family embeddedness through ownership, the more earnings management a family firm will commit. In addition, we confirm that business group affiliations and independent boards attenuate the effect of family embeddedness through ownership on earnings management. Our study contributes to corporate governance and family business research by suggesting governance mechanisms to solve socially embedded agency problems in family firms.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

STR

Legitimacy and Competition (session 1225)

Rewarding the Extremes: Market Reaction to U.S. Corporations' LGBTQ Positions

Author: Aharon Cohen Mohliver; London Business School

STR

Misconduct, Competitive Dynamics, and Incentive Pay (session 1220)

Why Fight? Discovering Micro-Rationales for Tactical Actions

Author: Goce Andrevski; Queen's School of Business, Canada

Author: **Olga Hawn**; U. of North Carolina, Chapel Hill

We develop and test the idea that financial markets reward firms for “picking sides” along ideological faultlines. Building on sociology research showing that the views of Americans on certain moral values remain polarized, and that Americans associate products with moral values, we suggest that some individuals will reward firms for supporting a contested social issue—and some, for opposing it. We test our argument using data from the Corporate Equality Index (CEI), which scores a large number of U.S. companies on their LGBTQ-related policies and activities (2002–18). We make several observations: (1) firms tend to score the highest (indicating support for LGBTQ issues) when they are headquartered in liberal states and operate in non-heavily regulated, consumer-facing industries; (2) CEI scores become more polarized over time, with a substantial minority of firms reducing their score (i.e., eliminating HR policies supporting LGBTQ employees) and a substantial majority receiving the highest score; and (3) firms receiving very high scores experience a stock-price increase when the index is released, as do firms receiving very low scores. We draw broader implications for the corporate social responsibility and social movements literatures, as well as for popular accounts of a “culture war” in the United States.

[view paper \(if available\)](#)

The Effects of Behavioral Distinctiveness Versus Verbal Distinctiveness on Firm Performance

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

Author: **Yang Li**; Renmin U. of China

Author: **Chao Wang**; Renmin U. of China

How distinctiveness impacts firm performance, the central question related to optimal distinctiveness theory, has been discussed by many scholars. However, there is a lack of uniform empirical evidence. In this study, we synchronize the multiple distinctiveness employed in optimal distinctiveness (OD) theory introducing the notion of verbal distinctiveness and behavioral distinctiveness, and explore their underlying different mechanisms on conflicting pressure of legitimacy and competition. Consistent with our theoretical framework, results

Author: **Danny Miller**; HEC Montreal

Author: **Isabelle Le Breton-Miller**; HEC Montreal

Author: **Walter J Ferrier**; U. of Kentucky

With its keen focus on the dyadic interactions among head-to-head competitors, the field of competitive dynamics has generated significant insights into the nature, intensity, and drivers of competitive rivalry. Unfortunately, however, explanations of the intentions and motivations for competitive actions and responses have been limited to anecdote or to inferences based on characteristics of the actions themselves, their firms, or the competitive context. We know little about the actual rationales of decision makers. As a result, competitive dynamics scholars have evolved overly simple, abstract and rational models of competitive behavior. In this qualitative study, we explore the micro-rationales expressed by leaders for their tactical actions in a highly competitive setting. We find that current models of competitive behavior are lacking in multiple respects: They focus too much on rivalrous explanations versus internal considerations; they neglect important social utilities; and they ignore forbearance as a vital competitive tool. They also neglect critical human, social, stakeholder, temporal and configurational aspects, which endow tactical repertoires with a complexity and inscrutability that make them difficult to predict, react to, and neutralize, and thereby render them powerful strategic weapons.

[view paper \(if available\)](#)

The Effects of Employee Stock Options on Employee Mobility and Employee Entrepreneurship

Author: **Vilma Chila**; Tilburg U.

Author: **Shivaram Devarakonda**; Tilburg U.

Many knowledge-intensive sectors are home to employees that frequently change employers or quit to become entrepreneurs. Such sectors are also home to firms that widely use stock options to compensate rank-and-file employees. One rationale for stock option grants to the rank-and-file suggests that they support employee retention. Another rationale suggests that they promote goal alignment and innovation. We draw on these rationales to

combining a text analysis of 29011 annual reports with the financial data from 3303 listed companies in China show an inverted U-shaped effect of verbal distinctiveness on firm performance but a U-shaped effect of behavioral distinctiveness. From the orchestrating perspective of OD theory, we further examine the effects of decoupling distinctiveness—the deviation between verbal distinctiveness and behavioral distinctiveness, and find a negative impact on firm performance.

[view paper \(if available\)](#)

Three's a Crowd? An Optimal Distinctiveness View on Premium Car Makers' Electrification Strategies

Author: **Christina Bidmon**; Católica Lisbon School of Business and Economics

Author: **Rene Bohnsack**; Católica Lisbon School of Business and Economics

Despite an increasing scholarly effort to integrate institutional theory into strategic management, we still know little about how organizations balance conformity and differentiation when they are pressured to come up with innovation. Drawing on the recently proposed perspective of optimal distinctiveness, we use a comparative case study among German premium car manufacturers to assess how organizations within this group strategically position their electrification strategies in the midst of regulatory and competitive pressures. We identify integrative and compensatory positioning as two strategic levers by which these organizations try to achieve competitive differentiation via their innovation strategies. We also reveal patterns in the relation between these levers and which circumstances predict their use. Our study contributes to the understanding of organizational responses to conflicting demands, the innovation strategies of incumbents, and the role of optimal distinctiveness in this process.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

explain the effect of nonexecutive stock option grants on mobility and employee entrepreneurship. The retention logic plainly implies a binding effect that limits mobility and entrepreneurship. Alternatively, we build on the incentive logic to argue that stock option grants can trigger mobility and encourage employee entrepreneurship because the experimentation and risk-taking they induce can also contribute to learning about employment fit and new opportunities. We analyze these effects by examining the distribution of and the risk-taking incentives embedded in stock options grants to rank-and-file employees on their movement to existing firms as well as to entrepreneurship in the US semiconductor industry. We find that stock options grants to rank-and-file employees negatively affect employee mobility to other firms, but positively impact employee entrepreneurship. We also find that risk-inducing stock option plans drive employees' transition to entrepreneurship. Our findings suggest that long-term equity-linked compensation practices designed to support innovation may drive employees to become entrepreneurs.

[view paper \(if available\)](#)

The Impact of Strategic Change on Corporate Misconduct: A Situation-Specific Governance Approach

Author: **Constantin Cornelius Meyer**; LMU Munich

Author: **Anja Christine Tuschke**; LMU Munich

Firms undergo major strategic changes to realign their operations according to changing internal and external conditions. In this context, we examine the impact of the magnitude of strategic change on the likelihood of corporate misconduct as a severe negative consequence of firms' strategic change activities. Building on the fraud triangle, we analyze how the three elements of motivation, opportunity, and rationalization simultaneously increase during times of strategic change. We use a matched-pairs design methodology (with 217 fraud cases identified through security class action lawsuits of listed U.S. organizations) and find a positive relationship between the magnitude of strategic change and the likelihood of corporate misconduct. However, this likelihood decreases with larger board sizes and a

higher proportion of external CEOs as outside directors. The moderating effects identified in this study path the way towards situation-specific governance mechanisms that increase the board's monitoring effectivity during unstable times, such as strategic change. The findings contribute to an enhanced understanding of specific situations in which firms require additional monitoring efforts to prevent increased risks of corporate misconduct.

[view paper \(if available\)](#)

Competition Dynamics and Fraudulent Behavior – Evidence from a Multi-Period Experiment

Author: **Viktoria Judith Salomon**; LMU Munich
Author: **Constantin Cornelius Meyer**; LMU Munich
Author: **Marco Kleine**; Max Planck Institute for Innovation and Competition

The idea of a relationship between competition and fraudulent behavior is well-anchored in the management and adjacent literature. Empirical evidence suggesting that fraudulent behavior is more prevalent under severe competition has a taken-for-granted quality. However, these findings are widely based on a static perspective on the link between competition and fraudulent behavior, in which competition is considered as constantly high or low. Acknowledging the validity of these findings for stable industry environments prevailing in the past, we argue that assuming constant competition over longer periods of time seems outdated in light of today's increasingly volatile industries. Thus, we introduce a dynamic perspective, in which we investigate how varying extents of competition over time, or competition dynamics, affect fraudulent behavior. Running a laboratory experiment, we analyze abrupt changes from high to low competition over time and vice versa. By this, we offer a more comprehensive and up-to-date understanding of the link between competition and fraudulent behavior.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

New Frontiers in Competitive Dynamics (session 1222)

Developing the Elusive Construct of Speed-Cost Efficiency

Author: **Minjae Lee**; Southern Connecticut State U.
Author: **Joseph T. Mahoney**; U. of Illinois at Urbana-Champaign

We maintain that, despite the importance of speed in the strategy literature, the current definition of speed-cost efficiency has a problem: it draws inconsistent conclusions about relative speed-cost efficiency. First, we use actual firm data to illustrate the problem generated by the current definition. Second, we show that firms with the same speed-cost efficiency can be mistaken as relatively more or less speed-cost efficient, and that less speed-cost efficient firms can be mistaken as more speed-cost efficient, under the literature's current definition. Third, we suggest a new definition of speed-cost efficiency: the extent to which a firm reaches the industry speed-cost frontier. Using simulation data, we show how this new definition solves the issues caused by the literature's current definition. Fourth, we provide an analysis of firm speed-cost efficiency based on our new definition, which generates new findings that contribute to both management theory and practice.

[view paper \(if available\)](#)

When Do Incumbents Identify Entrants as Competitors?

Author: **Klemens Klein**; U. of Antwerp
Author: **Hendrik Wilhelm**; U. of Witten/Herdecke
Author: **Sascha Albers**; U. of Antwerp/ Antwerp Management School

Incumbent firms frequently fail to identify relevant entrants as competitors. Established research largely falls short to explain this phenomenon. We theorize whether and when entrant's actions within an incumbent's market—in particular the pace and irregular rhythm of capacity expansion—emanate signals that eventually result in the entrant being identified as a competitor. We further argue that these effects are contingent to the entrant's scope in the incumbent's market, as well as faultlines within

New Perspectives on Innovation Performance (session 1223)

Institutional Interactions: Driving Innovation Strategies and Capabilities

Author: **Qiang Wu**; Aston U.
Author: **Qile He**; U. of Derby
Author: **Nicholas O'Regan**; Aston Business School
Author: **Abby Ghobadian**; Henley Business School, U. of Reading
Author: **Laura Costanzo**; U. of Southampton
Author: **Irene Talavera**; Henley Business School, U. of Reading

How do firms develop innovation strategies and capabilities during fundamental institutional transitions? To answer this question, this paper develops a theoretical framework which combines both strategy-based and dynamic capability-based perspectives. A longitudinal multiple case study of China's telecommunications industry was conducted to verify the framework. This study offers an integrated perspective to investigate the complex and dynamic institutional interactions through which firms develop their own strategies for innovation capabilities. The comparative setting of the study between different company ownership structures – in this case, Stated-Owned Enterprises (SOEs) and private companies – identifies the strategic importance of corporate governance structure and entrepreneurial decisions in shaping innovation strategies and capabilities of firms. The finding of the study also suggest that firms' sustained competitive advantage in institutional transitions depends more on what we referred to as the dynamic alignment of their innovation capabilities.

[view paper \(if available\)](#)

A Typology of Integrative Capabilities for Service Innovation: A Demand-Based Perspective

Author: **Amali Wijekoon**; Queensland U. of Technology
Author: **Sandeep Salunke**; Queensland U. of Technology

the incumbents' top management team. Using the entry and growth of Middle Eastern airlines into the European airline market as our empirical setting, multi-source 10-year panel data—covering flight-schedules, airline annual reports, CEO press interviews, and biographical data—largely support our hypotheses. We offer contributions to the competitor identification literature, competitive dynamics research, and research on top management teams.

[view paper \(if available\)](#)

Role Deviations and Rivalry in the U.S. Airline Industry, 1989-2010 (WITHDRAWN)

Author: **Greta Hsu**; U. of California, Davis

Author: **Wei Guo**; Hong Kong Polytechnic U.

Author: **Tieying Yu**; Boston College

In this study, we examine how competitive and cooperative dynamics among firms vary according to the extent to which the role structure is threatened by deviations from expected strategic behaviors. We propose that, when a market resembles an orderly role structure, greater rivalry will exist between strategically similar firms within a market. However, when a market's role structure is threatened by the presence of strategically dissimilar new entrants, markedly different dynamics will unfold. In terms of competitive intensity, we propose role-deviating entrants will create perceptions of heightened threat among market incumbents, leading to greater rivalry among strategically dissimilar firms. We also expect incumbents to attempt to increase their extent of collaboration with similar others as a way of reinforcing and restoring the market's established structure. As a result of their strategic choices of which competitors to retaliate against or to collaborate with, producers help police and reinforce the boundaries defining a given role. To test our theory, we use data on market role positioning and competitive dynamics in the US airline industry from 1989 to 2010.

[view paper \(if available\)](#)

Piggyback on Rivals? Effects of Bandwagon and Salience on Positive-Sum Competition in Movie

Knowledge integration capabilities are an important element of innovation and firm performance. Despite growing use of this construct, the study of knowledge integration capabilities effectively remains limited because the demand-side perspective has received disproportionately less conceptual or empirical scrutiny when compared to the supply-side perspective. We attempt to address this deficiency by highlighting the critical role customer heterogeneity plays in shaping knowledge integration capabilities important to innovation-based firm performance. Using service industries as the empirical context, this study is guided by the following research question: How does customer heterogeneity affect service innovation-related knowledge integration capabilities? We adopt the dynamic capabilities view and within that contribute to an emerging discourse to identify integrative capabilities at the meso- level (Salvato & Vassolo, 2017), defining these as a firm's capacity to engender productive interpersonal dialogue among employees to combine knowledge within and across the operational boundaries of a firm. We triangulate data collected from semi-structured interviews, publicly available sources and scholarly publications to propose a typology of integrative capabilities applicable to heterogeneous environments.

[view paper \(if available\)](#)

Unconventional Times: Demand Shocks, Competition, Capability, and Innovation

Author: **Yue Maggie Zhou**; U. of Michigan

Author: **Frank Li**; U. of Michigan, Ross School of Business

Author: **Sendil Ethiraj**; London Business School

We develop a formal model to predict innovation as a choice affected by industry competition, market size, and firm heterogeneity in technological capability. Our model first predicts a selection effect, that the threshold of firm capability for entry will decrease with aggregate market size (holding competition constant) and increase with competition (holding market size constant). In addition, it predicts two opposing effects of market size on innovation: A direct positive effect due to increased demand, and an indirect negative effect due to increased competition induced by the

Industry

Author: **Tianxu Chen**; West Virginia U.

Author: **Lingling Pan**; U. of Pittsburgh

Author: **Wenpin Tsai**; Pennsylvania State U.

Author: **Jianhong Chen**; U. of New Hampshire

In this paper, we develop a model of positive-sum competition to advance the current understanding of competitive dynamics. Departing from the traditional view that competition is a zero-sum game in which rivaling firms' benefits are negatively associated, we argue that rivals' competitive actions can potentially benefit a focal firm. With a particular focus on new product introduction, we argue that rivaling firms' competitive actions may benefit a focal firm in two ways: First, new product introduction by a rival firm may trigger bandwagon behaviors among competing firms who produce similar products. Second, new product introduction of a high-profile product by a rival may create salience which draws customer attention to the whole market category and encourage purchase not only from the rival but also from focal firms. However, the extent to which the focal firm may benefit from the positive-sum competition of rivals depends on the characteristic of its own products. We tested our hypotheses based on a unique dataset on 994 new product introductions (new movie launches) by 63 production studios in the movie industry from 2007-2016.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

lessened selection effect. Furthermore, our model predicts heterogeneous responses to macro demand shocks and competition across firms with different capability. We test these predictions by comparing innovations adopted by operators of unconventional wells in the United States before and after the 2014 oil price crash.

[view paper \(if available\)](#)

Boundary Changes as a Trade-off: How Production Outsourcing Influences Innovation Performance

Author: **Stefan Naef**; ETH Zurich

Author: **Mathias Beck**; ETH Zurich

Author: **Martin Wörter**; ETH Zurich

Author: **Stephan M. Wagner**; Swiss Federal Institute of Technology Zurich, ETH

The boundaries of the firm shape the development of capabilities and the accumulation of knowledge within the firm. Changes in the firm's boundaries therefore entail changes in how the firm creates value. For the case of outsourcing of production activities, we theoretically and empirically explore how shifting from hierarchical to market governance affects product innovation performance in firms. We test our hypotheses in a first-differencing model using panel data from the Swiss innovation survey comprising 390 observations from 2005-2011 of manufacturing firms. Our results show that production outsourcing leads to a decrease in product innovation performance. This effect is significantly more prominent on the performance of new products in comparison to the performance of improved products. Investments in a firm's absorptive capacity can mitigate the adverse effects of production outsourcing on innovation performance. We contribute to the understanding of firm boundaries by introducing a theoretically and empirically coherent perspective on temporal innovation performance effects of boundary changes.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Platforms and Complements: Competition and Cooperation (session 1216)

The Optionality in Complements within Platform-Based Ecosystems

Author: **PuayKhoon Toh**; U. of Texas at Austin

Author: **Shiva Agarwal**; U. of Texas at Austin

The literature depicts a complement as a component that creates value to the platform owner via its complementarities with the platform. We offer a different perspective rooted in real options logic – the complement creates value as an option for the platform owner to postpone decision to enter the complement’s underlying product space, reduce uncertainty about value of the space, and abandon entry if entry is infeasible. Using numerical examples with corresponding simulations and data on Apple’s iPhone ecosystem 2008-2015, we demonstrate this optionality value, and establish the main optionality attribute – the greater the uncertainty over the product space’s value, the greater is the complement’s optionality value. We also show that this optionality attribute is more salient with greater likelihood that the space is of low value, as indicated by low average revenues generated by existing complements in the space and the extent to which these complements are not multi-home. This perspective, besides identifying previously-neglected value in a complement, also helps explain why a platform owner may invest in enabling complements that exhibit little complementarities on its platform, and why some platform owner’s entries into complementary product space outperform others.

[view paper \(if available\)](#)

Turning Tables: Understanding When, How, and Why Emerging Platform Complementors Outshine Incumbents

Author: **Nina Teng**; London Business School

In the platform economy, entrants, despite significant losses, appear to challenge incumbents and alter industry architectures in more profound

Understanding the Sources of Corporate Corruption at the Intersection of Public-Private Spheres (session 1226)

Asynchronous

INTERNATIONAL

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

ways than I might have expected. This paper explores one of these cases, shedding light on when and why power shifts emerge, so that entrants take the driver seat, often with the support of incumbents. This inductive study of the Southeast Asian mobility-as-a-service industry explores how these dynamics unfold. I find that while incumbents often experiment with the new technologies that can lead to platforms, their need to grow consistently with their core offerings and organizational rigidities make them bypass these activities; or sometimes invest in entrants that engage in exploration. Once a platform emerges, incumbents do nothing to challenge it, and often support it, inasmuch as it serves some of their needs. Successful entrants ignore incumbents, while opportunistically pursuing relationships with a host of different actors and focusing on intra-platform competition. With platform leaders emerging, capital market support for entrants makes them oblivious to incumbent response, and incumbents gradually compete between them to support the platforms that ultimately challenge their dominance. This process is amplified by organizational changes, and by the growing role of managers who come from outside of the incumbent industry. Successful platform owners, on the other hand, continue to opportunistically reposition themselves with little regard to the focal sector structure.

[view paper \(if available\)](#)

How Characteristics of Wide Bridge Partners Affect New Platform Sponsor's Alliance Formation

Author: **Tsu-Hsiang Hsu**; California State U., Fullerton

Author: **Susan K. Cohen**; U. of Pittsburgh

To successfully launch complex new technology platforms, sponsors must attract partners to develop enabling and complementary technologies. Yet, potential partners face risks particular to the interdependence of platform ecosystems and little is known about how sponsors attenuate these risks to attract partners. Research on the diffusion of innovations suggests that wide bridges (multiple indirect ties between a sponsor and potential partners) could lower the perceived risk of joining a new platform ecosystem. We theorize that wide bridge ties with firms that are technologically

prominent, engaged in multiparty alliances, and have diverse alliance portfolios can attenuate ecosystem risks for potential partners. Consistent with our theory, we find that, in an effort to establish CDMA as a cellular communications platform, Qualcomm was more likely to gain the cooperation of partners to which it was indirectly tied, through firms with these characteristics.

[view paper \(if available\)](#)

Compatibility Strategies of Asymmetric Digital Platforms (WITHDRAWN)

Author: **He Liu**; U. of Chinese Academy of Sciences

Author: **Raphael H Amit**; U. of Pennsylvania

Author: **Han Qiao**; Chinese Academy of Sciences

Author: **Shouyang Wang**; Academy of Mathematics and Systems Science, Chinese Academy of Sciences

We develop a three-stage game-theoretic model within a duopoly setting to investigate the profit-maximizing compatibility strategies of firms that produce revenue-generating asymmetric digital platforms and asymmetric digital application products which are offered as a bundle. For each compatibility strategy we also examine: by how much should the firm that wishes to offer its application product on a rival platform enhance the intrinsic value of the compatible system (i.e., incremental compatibility value). We find that the profit-maximizing compatibility choice depends on the adoption costs of a bundle and on the intrinsic value difference between the two digital platforms and/or application products. An incompatibility strategy is optimal when the adoption costs are low or the intrinsic value difference is small. Larger adoption costs and greater intrinsic value difference, provide greater incentives for both firms to pursue a one-way compatibility whereby the superior application product is compatible with the superior platform since this type of one-way compatibility increases the profitability of both firms. We also find that the greater the intrinsic value difference, the larger is the incremental compatibility value added to the superior application product when it is made compatible and is being customized to the superior platform.

[view paper \(if available\)](#)

TIM

Collaboration: Collaboration and Knowledge Sharing (session 1230)

A Portfolio Approach to Understanding Performance Implications of Repeated Alliance Ties

Author: **Jung-Hyun Suh**; Chinese U. of Hong Kong

Author: **Ribuga Kang**; Chinese U. of Hong Kong

Prior studies have been largely split on the link between repeated alliance ties with the same partner and subsequent firm performance. Some studies suggest that repeated ties merely result in redundant learning and knowledge convergence, while others focus on the establishment of inter-firm routines that facilitate knowledge exchange. To reconcile these perspectives, we focus on the relative characteristics of a partner vis-à-vis other partners within the firm's alliance portfolio. We argue that repeated ties with a relatively unique and capable partner can provide non-redundant learning and motivate the focal firm to allocate more resources to build effective knowledge-sharing routines. Conversely, repeated ties with a relatively less unique and less capable partner can have the opposite effect, thereby dampening subsequent firm performance. Using data on repeated technology alliance ties formed between U.S. firms from 1990-2000, we find support for our arguments that the link between repeated ties and the firm's post-alliance innovative performance hinges on the relative technological uniqueness and capability of the partner. This study has implications for research on repeated ties and alliance portfolios.

[view paper \(if available\)](#)

The Ambidextrous Influence of Network Flexibility on Alliance Formations

Author: **Yifen Huang**; Da-Yeh U.

Author: **Lin-Hua Lu**; National Taipei U. of Technology

The purpose of this study is to provide evidence on

TIM

Ecosystems & Platforms: TIM Conversations - Platform Governance I (session 1231)

Aligning Ecosystem Members: Balancing Hub Control and Ecosystem Members' Autonomy

Author: **Mikko Hänninen**; Aalto U. School of Business

Author: **Lauri Juhani Paavola**; Aalto U. School of Business

Author: **Annabelle Gawer**; U. of Surrey

Ecosystems are increasingly important structures for organizing economic activity and innovation. Despite their economic importance, the literature on how ecosystems align on common initiatives is, however, limited. To address these issues, this study contributes to the emerging strategic management literature on ecosystems, by examining the process with which ecosystems align members on ecosystem-level initiatives. Through a longitudinal study of an alignment process driven by a hub within an existing ecosystem structure, our research shows that the process of alignment takes place as a sequence of three distinct phases; (1) building momentum, (2) using group dynamics and (3) provoking late-adoption. Taken together, the practices that we identify seek to achieve balance between the hub's objective for collective control and the individual ecosystem members desired autonomy. These findings, therefore, enrich our understanding of the process of alignment within ecosystems.

[view paper \(if available\)](#)

First-Party Complements in Platform Markets: A Dynamic Perspective (WITHDRAWN)

Author: **Stephan Böhmer-Horländer**; Ludwig Maximilian U. of Munich (LMU)

Author: **Tobias Kretschmer**; LMU Munich

First-party complements, complements provided by the platform owner itself, are an important tool for

the impact of network flexibility and its ambidextrous influence on a firm's exploratory and exploitative partnership selection. We develop our hypotheses based on the literature of network flexibility and draw on a sample of publicly listed firms in Taiwan semiconductor and optoelectronics industries. Data are collected from survey questionnaires and archival sources and examine our hypotheses by using the generalized linear model (GLM) approach. Our empirical findings show that configuration flexibility has a greater influence on exploratory partnerships, while manufacturing flexibility has a greater impact on exploitative partnerships. In addition, when firms are ambidextrous (i.e., have both types of flexibility), they are able to simultaneously obtain both exploratory and exploitative partnerships.

[view paper \(if available\)](#)

Joint Learning, Goodwill Trust, and Destructive Conflict on Product Innovativeness in Coopetition

Author: **AREZIGULI WUBULI**; School of Management, Xi'an Jiaotong U.

Author: **Jianjun Yang**; Xi'an Jiaotong U.

Author: **MAIMAITIJIANG. AIYITI**; Xinjiang U. school of Information engineering

The benefits of "coopetition" on facilitating product innovation have been established. But further investigation is still needed to identify the suitable inter-partner learning mechanisms in cooperative product innovation. Drawing on the inter-partner learning theory and the coopetition framework, this study examines the relationship between joint learning and product innovativeness in coopetition, and the contingency effect of perceived goodwill trust and destructive conflict on this relationship. Using survey data drawn from 282 coopetition alliances in China, we find that joint learning positively relates to product innovation in coopetition. Moreover, goodwill trust strengthens the relationship between joint learning and cooperative product innovativeness, whereas destructive conflict acts as an inverted U-shaped moderator to the relationship. These findings provide novel insights toward understanding how product innovation can be generated and shaped in cooperative inter-partner relationships.

managing the complementor space in two-sided markets. Nonetheless, there is little research about the strategies underlying the introduction of first-party complements. While third-party complementors introduce their complements with the sole intention of maximizing profits from its sales, platform owners also consider the overall performance of the ecosystem. This is particularly important in the early stage of the platform's lifecycle, when it faces the chicken-and-egg problem. We thus investigate at which stage of the platform's lifecycle and into which market segment platform owners introduce their complements. Drawing on data of the video game industry between 1992 and 2008, we find that compared to third-party complementors platform owners introduce their complements earlier in the lifecycle. Platform owners also tend to introduce complements into less developed market segments, particularly in the early stage and when the platform is strong vis-à-vis its competitors. Our study highlights the importance of platform lifecycle and competitive situation for the platform owner's decision between competing with its complementors and growing the platform ecosystem as a whole.

[view paper \(if available\)](#)

How Does an Established Firm Develop strategies for a New Platform-Ecosystem? A Study of Ericsson in IoT

Author: **Fathiro Hutama Reksa Putra**; U. of Leeds

Author: **Saeed Khanagha**; Vrije U. Amsterdam

Author: **Krsto Pandza**; U. of Leeds

Prior research provides in-depth insights about strategies for new ventures to compete in existing platform ecosystems. However, we know relatively little about the process of creating new platform ecosystems by established firms that have a legacy of 'pipeline' business model. Our longitudinal study shows how Ericsson, a not digitally-born firm, develop strategies to create a platform in the emerging Internet of Things (IoT) ecosystem. While prior studies of platform strategy highlight specific choices of platform design and ecosystem governance at a certain point in time, this study offers a dynamic view of strategy emergence by describing how and why certain platform strategy evolves. Specifically, we identify three platform

view paper (if available)

Collaborative Innovation as an Occasion for User Reflection: The Meaning of Relational Tactics

Author: **Helle Alsted Sondergaard**; Aarhus BSS, Aarhus U.

Author: **Mai S. Linneberg**; AarhusU.

Author: **Cita Utami**; Aarhus BSS, Aarhus U.

The literature on interorganizational innovation integrates various actors in a collaborative innovation effort to increase the capabilities relevant to the innovation. In terms of innovative organizations' user involvement in the innovation process, the aim is mainly to learn about user's needs, so the innovative solution can be tailored to meet these and thus have superior performance. The user innovation literature and the collaborative innovation literature in general are mostly focused on the motivation of the users to participate and on the performance of the innovation as such, which may also include the learning for the innovating organization. However, collaborative innovation processes are likely to have implications for other than the innovating organization and the performance output. Thus, in analyzing a collaborative innovation process between a digital solution provider and three hospital units, we find that clinical users' participation results in their profound self-reflection. The paper identifies a set of relational learning tactic used by the digital solution provider, which are central to clinical users' reflection on their own practice. Other than contributing to a better innovation output, these tactics foster professional users' reflection over their own communication practices with patients.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

strategies that an established firm could deploy based on its strategic choice on platform architecture, capability reconfiguration approach, and relationship with core customers and complementors. Our empirical analysis suggests that such strategic decisions on platform strategy were results of managers' estimations on capability fit and relevance of alignment with the firm's existing ecosystem. This study contributes to the intersection between platform-based ecosystem and strategic management literature by incorporating capabilities perspectives on platform strategy development.

view paper (if available)

On the Division of Labor in Open Innovation Teams: An Empirical Analysis

Author: **Inna Smirnova**; U. of Vienna

Author: **Markus Reitzig**; U. of Vienna

Author: **Hitoshi Mitsuhashi**; Waseda U.

We study how open innovation communities achieve division of labor without authoritative task allocation. We propose that co-specialization in communities is (co)determined by the norm of reciprocity that peers can expect from founders. Founders receiving contributions can reciprocate by gifting to others' projects or by managing contributions to grow their own projects optimally. Employing data from GitHub, we find that only the latter (non-equivalent) reciprocal behavior leads to efficient division of labor and project growth. We show that skill variation among community members and the amount of attention that projects receive moderate our baseline finding. We elaborate on the implications for strategists assessing the viability of communities as complementary assets. We discuss our study's relevance for organizational and social network scholars exploring communities more broadly.

view paper (if available)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

RESEARCH

TIM

Innovation Strategy: TIM Conversations - Value Chains and Digitalization (session 1228)

Do Corporate Contributions Spur Innovative Activity in Online Crowdsourced Goods?

Author: **Do Yoon Kim**; Boston College

Author: **Mike Horia Teodorescu**; Boston College

A significant part of the digital economy is built upon “digital public goods”. Despite significant advances in our understanding of the factors that affect corporate provision of digital public goods, the converse question of how corporate participation affects innovation in digital public goods is less understood. In this paper, we test how increased corporate participation affects source code contribution and follow-on innovation in a large open source project. We test whether corporate contributions increase non-corporate contributions or whether they “crowd out” non-corporate contributions. In order to test our hypotheses, we create a unique dataset consisting of every committed change and commit record for the Linux kernel between its origin of 1991 and through the end of 2018. Exploiting a shock created by the generation of the Open Handset Alliance, we find that while corporate contributions attract more contributions (both from other corporations and non-corporate entities), they also lead to less follow-on innovation. Using a shock that increased corporate commercialization incentives, we find that increased corporate contributions have a “crowding out” effect on individual contributions, specifically to corporate authored general-purpose code. Our results suggest that increased corporate participation may limit innovations in online digital contexts.

view paper (if available)

Global Value Chains and the Adoption of Automation Technology

Author: **Jun Du**; Aston Business School

Author: **Uzoamaka Nduka**; Aston Business School

This study investigates the relationship between the GVC integration of industries and their adoption of automation technology. I argue that integration into

Knowledge Management & Learning: Knowledge Flows (session 1229)

When Do Firms Trade Patents?

Author: **Jung H. Kwon**; U. of Texas at Dallas

Author: **Haemin Dennis Park**; U. of Texas at Dallas

Author: **Shu Deng**; U. of Texas at Dallas

We consider firms’ decisions to transfer patent ownership to another firm in the markets for innovation. We deem that the proximity of a patent’s technology structure to that of a firm’s patent portfolio will generally result in greater marginal productivity of that patent, leading to the firm’s future economic return. We thus predict that firms are more likely to trade patents when the technology structure of a patent is closer to the technology stock of a potential buyer relative to that of the original assignee. However, such a relationship will be weaker when a potential buyer and the assignee are in the same sector or when the assignee has high technological capability. We test these predictions by employing a dyadic-level analysis of transactional decisions between 1987 and 2016 on 40,110 patents of 57 major biopharmaceutical firms. Our study provides novel insights on factors that facilitate and inhibit patent trade in the markets for innovation.

view paper (if available)

A Strategic Model of Frictional Knowledge Networks: Linking Behavior and Structure

Author: **Claudio Panico**; Bocconi U.

Author: **Manuel David Gomez-Solorzano**; Tilburg U.

We contribute to research on networks and knowledge by modelling frictional knowledge networks, i.e., situations where knowledge flows imperfectly over network ties. Our model has behavioral and structural components: agents invest to generate but also to codify knowledge, as to reduce frictions, and the ties in the network connect agents that seek knowledge from alters. We compare behavior and structure for the case when the agents individually incur the cost of establishing direct ties and when there is a broker incurring the cost of connecting alters while taking actions to reduce frictions. The generation, circulation, and

GVCs through forward and backward linkages of industries affects their adoption of automation technology positively through a learning and competition effect. Using a panel of industries from seven countries spanning 1993-2016, I provide evidence that backward linkages has a positive effect on the adoption of automation technology, while forward linkages is not significant. Furthermore, I investigate the importance of trade partners by taking into account the origin of intermediate imports and the destination of intermediate exports. Interacting forward linkages with intermediate exports to China shows that exporting more domestic value content in intermediate exports to China has a negative effect on the adoption of automation technology.

[view paper \(if available\)](#)

Digital Transformation in Manufacturing Ecosystems: A Case of Integration Decoupling

Author: **Paolo Aversa**; Cass Business School, City U. London

Author: **Carmelo Cennamo**; Copenhagen Business School

Author: **Gianni G Lorenzoni**; U. of Bologna

Data are becoming a critical asset for building competitive advantage in an increasing number of sectors. But how can traditional, not born-digital firms successfully leverage this new kind of assets? Traditional manufacturing industries have usually been structured around product system integration, with the firms manufacturing core components holding superior knowledge and supply network integration, and thus an overall control over the product system. Yet, “digital transformation” can potentially renew the firms’ roles in knowledge and manufacturing, thus affecting the whole structure of the ecosystem. In this study we focus on the drivers and mechanisms underlying this process. Through a longitudinal qualitative study of Dallara, an Italian motorsport firm that underwent a process of digital transformation, our research uncovers how the firm managed to process and leverage external data to successfully become a key knowledge and a supply network integrator, while surprisingly remaining in a marginal manufacturing role. At the ecosystem level, this corresponded to a decoupling of the digital

accumulation of knowledge, and the structure of the network supporting the knowledge flow, stem from the agents' independent decisions when participating in a network formation game. The equilibrium analysis of behavior and structure adds to our understanding of network formation and the circulation of knowledge within and across organizations.

[view paper \(if available\)](#)

Inventor Commingling and Innovation in Technology Startup Mergers & Acquisitions

Author: **Qingqing Chen**; The Wharton School, U. of Pennsylvania

Author: **David Hsu**; The Wharton School, U. of Pennsylvania

Author: **David Zvilichovsky**; Collier School of Management, Tel Aviv U.

How does knowledge recombination via inventor “commingling” in technology startup acquisitions relate to innovation outcomes? Commingled teams have inventors from the acquiring and acquired firms, and reflect collaboration benefits and costs of integrating human resources across organizational boundaries. The benefits to such team design are “unsticking” knowledge and introducing variety to the possible knowledge to be recombined, while the costs include disrupted team standard operating procedures and routines and the need for enhanced coordination. In addition, innovation efficacy of commingled teams may also depend on the form of inter-organizational R&D cooperation, ranging from less integrated (strategic alliances) to more integrated (M&As) structures. We argue that the control and authority associated with integrated structures aids innovation. We assemble a large panel dataset of technology startups which eventually experienced a merger, some of which also had a prior alliance with the acquirer. Using a difference-in-differences design, we find that innovation quantity, quality, and exploration all increase post-merger for firms with higher rates of inventor commingling. Since commingling can be endogenous to the cost of inventor collaboration, we exploit exogenous introductions of direct flights between the acquired and acquiring firms to instrument for commingling, and find robust results.

product integration (i.e., in a virtual, simulated environment) from the physical product integration (i.e., the actual outsourcing and manufacturing), redefining the role of both suppliers and OEMs. We advance a model explaining how digital transformation allows this important decoupling. Implications for theory and practice are discussed.

[view paper \(if available\)](#)

When Whales Meet Dolphins: Incumbent-New Venture Relationships During Architectural Disruption

Author: **Cristobal Garcia Herrera**; Imperial College London

Author: **Erkko Autio**; Imperial College Business School

We focus on tensions between incumbents and new ventures in an industry-led corporate accelerator set up to 'self-disrupt' the maritime logistics value chain in the context of two technological discontinuities: digitalization and energy transition. First, we explore tensions that arise in incumbent – new venture relationships where the new venture may not represent a direct substitute to the incumbent, but rather, threaten to disrupt a given sector's architecture of value-creating functions and associated ecosystem roles. Second, we explore the dynamics that may either enable or inhibit the ability of incumbents to respond to ambiguous threats in the face of sector disruptions. We develop an inductive model to theorize about these tensions and associated response and mitigations mechanisms in industry-led accelerators. Our research setting is a European maritime port complex where we conducted longitudinal case studies of both new ventures and value chain incumbents in the maritime, logistics, transport, energy, and refinery sectors.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Inventor-level commingling is also more effective under integrated collaboration structures.

[view paper \(if available\)](#)

Interorganizational Learning Research: Bibliometric Review and Research Agenda (WITHDRAWN)

Author: **Amitabh Anand**; SKEMA Business School, U. Côte d'Azur, GREDEG

Author: **Louise Kringelum**; Aalborg U., Department of Business and Management

Author: **Charlotte Madsen**; Aalborg U., Department of Business and Management

Author: **Louisa Selivanovskikh**; Graduate School of Management, St. Petersburg State U.

Scholarly interest in interorganizational learning (IOL) has spiked in the last decade due to its potential to absorb, transfer and create valuable knowledge for enhanced innovative performance and provide sustainable competitive advantage. However, only a handful of review studies exist on the topic. The evolution of IOL has not been studied explicitly and, unfortunately, there is a lack of understanding of the field trends. In order to fill this gap, we comprehensively review the literature on IOL and map its evolution and trends using bibliometric techniques. In particular, we use visualization of science mapping (VOS) freeware to systematize our findings and interpret the results. Through an analysis of 208 journal publications obtained from the Scopus database, we synthesise the findings through a set of research questions. Our analysis identifies the leading authors, countries, highly cited papers, key hotspots, intellectual foundations and emerging trends in IOL. We conclude by providing promising avenues for future research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Organizational Innovation: Organizational Governance (session 1233)

A Quantile Regression Analysis on the Relationship Between R&D Investment and the Firm Growth

Author: **SooGeun Ahn**; KRRI

Author: **Jeewhan Yoon**; Korea U.

Author: **YoungJun Kim**; Korea U.

Drawing on Gibrat's law that firm growth rates are random and independent of firm size, this article reports theory and examines data through which ways that firms grow and why firms, regardless of their sizes, need to increase their research and development (R&D) investment. Using more than 10 years of longitudinal data on more than 1,000 small and medium-sized enterprises (SMEs) and large firms, this study analyzes the effect of the dynamic interaction between the past growth rate and R&D investment on the future growth rate of firms. Based on a quantile regression analysis, the findings show that high-growth SMEs experience an erratic growth pattern characterized by negative autocorrelation, whereas large firms often undergo a much smoother growth pattern. The findings contribute to advancing a nuanced theory of sustainable growth by theorizing how firms can grow continuously by increasing R&D investment and generating knowledge spill-over. Practitioners should be aware that firms are likely to show declining growth particularly after high growth in the past, while pursuing innovation through R&D investment can be a significant channel for the continued growth of firms.

[view paper \(if available\)](#)

The Strategic Role of Digital Platform Ecosystems in Cross-Industry Innovation: The Case of Haier

Author: **Xielin Liu**; Chinese Academy of Sciences

Author: **Qian Wang**; School of Economics and Management, U. of Chinese Academy of Sciences

Author: **Yuchen Gao**; School of Economics and Management, Tsinghua U.

This paper researches how innovating firms to achieve cross-industry innovation for products and

Talent Management & Innovation: HR Management and Technology (session 1232)

The Future of Internal Staffing: A Vision for Transformational e-HRM

Author: **Philip Rogiers**; Vlerick Business School, KU Leuven, & Royal Military Academy

Author: **Stijn Viaene**; Vlerick Business School & KU Leuven

Author: **Jan Leysen**; Royal Military Academy, Brussels

Through an international Delphi study, this article explores the new dynamics that are starting to characterize internal staffing, by means of transformational electronic human resource management. Our focus is on three types of information systems that are expected to evolve and be used in function of transformative change in internal staffing systems: human resource management systems, job portals, and talent marketplaces. Together, these systems challenge current knowledge on internal labor market organization, by affording market-like staffing systems that enable employees to construct personalized and self-directed pathways for growth. Further, this article identifies the key challenges for realizing this vision in governments, such as inadequate regulations and funding priorities, a lack of leadership and strategic vision, together with rigid work policies and practices and a change-resistant culture. Tied to the vision in this article, we identify several areas of future inquiry that bridge the divide between theory and practice.

[view paper \(if available\)](#)

How Online Platforms Transform the Experience of Work within Organizations

Author: **Philip Rogiers**; Vlerick Business School, KU Leuven, & Royal Military Academy

Author: **Stijn Viaene**; Vlerick Business School & KU Leuven

Author: **Jan Leysen**; Royal Military Academy, Brussels

Drawing from an in-depth case study of an online

services through ecosystem perspective, thus helping many manufacturing businesses who not have the capacity to upgrade for its products and services. We examine how might the structure of interdependences in platform ecosystems shape the innovation process focused on the firms' cross-industry innovation. A multiple-case study of Haier's three projects suggests that three boundary spanning capabilities were critical for cross-industry innovation of products and services: resources sharing, cross- networks bridging and digitalization transforming. The coexist of these three boundary-spanning capabilities promoted manufacturing businesses to redesign the new products and services, aligning with the digital innovation process. Importantly, by uncovering the relationship between the structure of ecosystem interdependencies and the cross-industry innovation process in the digital era, this study deepens our comprehension that how firms can shift the innovation process of manufacturing businesses by strategizing the platform ecosystems.

[view paper \(if available\)](#)

Exploring the Influence of Internal Crowdsourcing on the Development of an Innovation Culture

Author: **Juan Ramón Campos Blázquez**; ESIC Business & Marketing School

Author: **Patricio Morcillo**; U. Autónoma de Madrid

Author: **Luis Rubio-Andrada**; U. Autónoma de Madrid ESQ2818013A

Author: **Marisol Celemín-Pedroche**; U. Autónoma de Madrid

There are few studies which provide empirical evidence of the use of collaborative technologies within organizations as an element which favors the participation of most employees in the innovation process, and, consequently, helps to develop a culture which becomes an adaptive system which benefits the survival of the organization. The purpose of this paper is to explore the impact of internal crowdsourcing initiatives on the development of an innovation culture in large organizations. We built an instrument based on the Rao and Weintraub (2013) innovation culture framework to carry out a PLS structural equation analysis with the 244 observations obtained in three

labor platform within the U.S. federal government, this article introduces and defines a technology affordance model for a new work experience in organizations. Through employees' interaction with distinct platform features, four mechanisms arise that support employees in their quest for self-actualization. Opportunity and autonomy affordances, bundled as growth affordance, allow employees to craft and seek out internal tasks or projects through which they could grow and utilize their skills and abilities in generic, multi-core areas. Reinvention and feedback affordances, bundled together as impression affordance, then allow employees to experiment with different work identities, and construct an aspirational online image of their selves at work. Besides exposing the action potential arising from human-platform interactions, this article also describes how employees become aware of and interpret this potential, as well as how organizational forces promote or constrain its enactment. It emphasizes the applicability of the model to knowledge-intensive work, wherein workers are increasingly under pressure to engage in life-long learning and upskilling, and to continuously shift and reinvent their work identities. This article suggests the framework's wider implications and relevance for research into the future of work and organizations.

[view paper \(if available\)](#)

Character Design and Interaction - Effects on Social Presence in Virtual Reality

Author: **Jakub Edward Cichor**; Technische U. München

Author: **Maxim Egorov**; TUM School of Management, Technische U. München

Author: **David Plecher**; Technische U. München

The use of innovative and engaging learning methods in various training contexts (e.g., leadership development) is steadily increasing. Video games have been shown to have positive effects on motivation and learning outcomes through the immersive experience they create, which can be further amplified by Virtual Reality (VR). Crucial to the perception of presence in VR is the acceptance of implemented virtual characters, which can be negatively impacted by the Uncanny

large organizations with headquarters in Spain – Madrid City Hall, Sabadell Bank and Endesa - for our exploratory purpose. Based on the results obtained, it is expected that business managers who are considering developing an innovation culture in their organization might rely on an internal crowdsourcing initiative.

[view paper \(if available\)](#)

An Examination of the Corporate Parent and Divested Unit Governance Mechanisms

Author: **Sandra Teresa Corredor Waldron**; U. of Connecticut

The current paper explores the governance mechanisms that are implemented by corporate parents and their divested units after a divestiture event. This study compares the inter-dependencies of stand-alone divested units and their parent companies by leveraging differences in two focal governance modes for stand-alone divested units, i.e., spin-offs and carve-outs, and the specific mechanisms that govern the relationship between the parent company and the divested unit post-divestiture. In this way, this paper recognizes that governance choices span beyond the choice of a discrete governance mode. The current study contrasts the use of divestiture governance mechanisms with the choice of the focal divestiture governance mode, spin-offs or carve-outs. Using a sample of US corporate spin-offs and equity carve-outs, and their innovation outcomes pre- and post-divestiture, this study finds that non-consistent divestitures, e.g., high(low) autonomous divestiture governance mode and low(high) autonomous divestiture governance mechanisms, may not realize the full innovation benefits of either integration or hierarchy.

[view paper \(if available\)](#)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Valley (UV) effect. We implemented a typical leadership scenario in VR and in an experimental study with a 2x2 between-subjects design, we examined effects of character design (cartoon vs. semi-realistic) and character interactions (handshake vs. no handshake) on social presence. Results (N = 51) show that interaction effects between character design and character interactions influence the UV ($F(1,44) = 7.18, p = 0.01$), which in turn impacts perceptions of social presence ($F(1,44) = 12.25, p = 0.001$). Social presence was especially pronounced when participants encountered the cartoonish character (M = 2.33, SD = .48) compared to the semi-realistic character (M = 1.87, SD = .48). Our findings advance the optimization of character design and interaction in VR implementations, not only for leadership development but training contexts in general.

[view paper \(if available\)](#)

Technostress: A Study Among Employees in the Fintech Era

Author: **Nienchi Liu**; National Central U.

Author: **Yung-Chun Wang**; Graduate Institute of Human Resource Management, National Central U.

Author: **Yi-Ting Lin**; National Central U.

Along with the adoption of information and communication technologies (ICTs), employees may experience high levels of technostress when they are aware the technological environment is greatly uncertain. Particularly, the Fintech innovation will build up a great scale of technostress that ultimately leads to overall stress to employees in financial industries. We hypothesized employees' perception of technology uncertainty should be positively related to technostress and overall stress. We also hypothesized employees' current work design (i.e., co-production) and their own adaptability (i.e., skill flexibility) may serve as job resources to directly and negatively associated to technostress. Similarly, the positive relationship between technology uncertainty and technostress will be weakened by co-production and skill flexibility. The results from a two-wave survey in about 300 employees in the financial industry showed technology uncertainty and co-production are positively related to technostress, and technostress mediates the

relationship between technology uncertainty and overall stress. However, skill flexibility is negatively related to technostress. For the moderation effects, co-production weakens the positive relationship between technology uncertainty and technostress when it interacts with the perception of technology uncertainty. However, no significant moderation effect of skill flexibility is found. The implications for the use of ICT and employees' wellbeing are discussed.

[view paper \(if available\)](#)

Ability, Motivation, and Opportunity Framework, Knowledge Sharing, and Innovation

Author: **Sabeen Bhatti**; Bahria U. , Islamabad Pakistan

Author: **Ramsha Zakariya**; Capital U. of Science and Technology

Author: **Demetris Vrontis**; U. of Nicosia-Online

Author: **Gabriele Santoro**; U. of Torino

Author: **Michael Christofi**; U. of Nicosia-Online

High performance work systems (HPWS) have caught the attention of the researchers in recent years when better HR practices were positively linked with performance outcomes at the individual, team and organizational levels. Project based organizations face greater challenges as the employees are temporarily assigned to various projects and hence HR practices can greatly influence their motivation, creativity and performance. Using the lens of Ability, Motivation and Opportunity (AMO) framework under the theory of HPWS, our paper hypothesizes that the ability, motivation and opportunity enhancing practices of the project based organizations lead to better innovation performance of their employees through the mediating role of knowledge sharing. Time lagged data of AMO practices and knowledge sharing practices were collected from the employees of 170 organizations with the gap of three weeks. Furthermore, the innovation performance data was collected from the supervisors of these employees with an additional gap of three weeks. Our results confirm the initial hypothesis of the causal relationship between AMO HR practices and innovation performance with the mediation of knowledge sharing. This research has implications

ENT

Crowdfunding 3 (session 1165)

Dancing to Multiple Tunes: How Institutional Pluralism in Narratives Drives Crowdfunding Performance

Author: **Stephanie Weiss**; U. of Siegen
Author: **Alexander Vossen**; U. of Siegen

In search for funding, entrepreneurs often face the challenges of institutional pluralism, i.e. simultaneously addressing diverse audiences with heterogeneous, sometimes detrimental, preferences and logics. This paper examines how an entrepreneurial narrative and its orientation towards such diverse audiences affects crowdfunding success. Hereby, it focuses on the following questions: (1) Is it more important for creators of crowdfunding campaigns to appear warm and authentic, catering to community-based logics of crowdfunders, or to be competent and analytic, catering more to the professional logic of traditional investors? (2) Is it more promising for crowdfunding projects to attempt satisfying the pluralistic demands of multiple audiences simultaneously or to solely rely on the commitment of their crowdfunding community? Using a data set of 572 crowdfunding campaigns by green technology new ventures, we show the following main findings: Taken alone, highly warm and authentic narratives, addressing community logics, and highly competent and analytic ones, addressing professional logics, both independently foster crowdfunding success. Using both simultaneously, however, leads to a mitigation of these positive effects. The favorable effect of a large audience size on crowdfunding success is alleviated for new

for both theory and practice and it can help the project managers of these organizations to better design HR practices in order to improve the creativity and innovation performance of their employees.

[view paper \(if available\)](#)

Asynchronous

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ENT

Entrepreneurial Career Paths (session 1164)

Employer Size and Career Perspectives after Entrepreneurship

Author: **Maria Hennicke**; Frankfurt School of Finance and Management

Entrepreneurship spells very often end up in transitions into paid employment. However, little is known about where this entrepreneurial human capital is applied and how it is valued by future employers. Using the data on 22,448 individuals, this study provides deeper understanding on the association between employer size, wages and entry into managerial positions of former entrepreneurs in wage employment. Specifically, I find the tendency of former self-employed to work for small firms. Furthermore, the results suggest that although former entrepreneurs receive on average lower wages as compared to wage employees, small and medium-sized firms seem to attribute higher value to individuals with entrepreneurial experience by offering them higher wages and better chances to start work at managerial levels.

[view paper \(if available\)](#)

Fast and Slow Life Strategies in Entrepreneurial Career Paths

Author: **Leif Brändle**; U. of Hohenheim
Author: **Andreas Kuckertz**; U. of Hohenheim

Individuals find their way to entrepreneurship either

ventures that address multiple audiences. While accumulating numerous small contributions works best for many projects, focusing on multiple audiences is advisable only for new ventures which seek high audience commitment, and thus target a rather small audience size.

[view paper \(if available\)](#)

Having Your Cake and Eating It Too? Ambivalent Linguistic Framing Strategies in Equity Crowdfunding

Author: **Dennis Holding Jacobsen**; Copenhagen Business School

Author: **Diego Stea**; Copenhagen Business School

Linguistic framing—that is, “the selective use of vocabularies to construct meaning of a particular version of reality and to shape target audiences’ understandings, garner their appreciation, and influence their behaviors” (Pan et al., 2019: 3)—has important consequences for firms that need to convey information to potential resource contributors in order to secure external investments. However, while linguistic frames are ubiquitous and normally simultaneously deployed, knowledge is lacking on the workings and inherent advantages and disadvantages of the concurrent use of contrasting framing strategies—namely, framing ambivalence. To improve our understanding of the importance of ambivalent framing for strategic communication effectiveness, we explore the application in an equity crowdfunding setting of linguistic framing strategies that simultaneously appeal to the familiarity and novelty of a given entrepreneurial project. In particular, we extend a complementarity logic to the context of ambivalent linguistic frames and their rhetorical counterparts to theorize that, while per se deleterious, ambivalent framing strategies lead to increased resource acquisitions when formulated in a clear and simple manner, but result in the opposite effect when formulated in complex ways. Analysis of full-sample, firm-level data on 197 equity crowdfunding campaigns supports these ideas. These findings contribute to the strategic communication, signaling, and crowdfunding literature.

via early entrepreneurial career activities or a transitional phase in employment. Drawing on the theory of planned behavior and life history theory, our study explains how beliefs relevant to behavior and social origins influence individual career paths to entrepreneurship. Results are based on a nationwide survey involving 1003 individuals in a critical career decision phase and show that individuals growing up in rather uncertain environments (i.e., those from lower social classes) are more likely to postpone their entrepreneurial career intentions.

[view paper \(if available\)](#)

Organizational Managers and their Returns from Entrepreneurship on Re-Entry into Paid Employment

Author: **Vivek Kumar Sundriyal**; Lund U.

Do entrepreneurs benefit post their entrepreneurial careers on re-entry into paid employment? An answer to this question provides a career value of engaging in an entrepreneurial career. Results have so far been inconclusive suggesting that we still do not know whether entrepreneurship pays or not. Using job matching as the main theoretical foundation, this study investigates how the returns from entrepreneurship are likely to be contingent on the re-entry organizational rank (managers versus non-managers) of the entrepreneur re-entering paid employment post a career in entrepreneurship. Additionally, the study investigates how the returns from entrepreneurship are likely to be contingent on the combination of pre-entrepreneurial entry organizational rank and re-entry organizational rank. Matching managers and non-managers from a sample of STLF in Sweden between 1990 and 2008, relative to wage employees with similar observational characteristics, results indicate that upon re-entry into paid employment, entrepreneurs seem to benefit more in managerial ranks suggesting skills from entrepreneurship are likely to provide higher returns in managerial positions.

[view paper \(if available\)](#)

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

How Do Entrepreneurs Use Reference Values During the Planning Process?

Author: **Daniel Blaseg**; ESADE Business School
Author: **Armin Schwienbacher**; SKEMA Business School

Nascent entrepreneurs often overestimate the likelihood of success when planning their own activities, which usually results in excess market entry. But how do entrepreneurs adjust their expectations when they are given historical reference values of comparable projects? Does knowing the historical odds of success help entrepreneurs to make informed decisions about starting a venture by developing more realistic plans and expectations? Drawing on a unique dataset of reward-based crowdfunding initiatives that encompasses the different development steps starting from planning to the ultimate outcome of the campaign, we investigate whether and how nascent entrepreneurs use information on historical outcomes of comparable projects. Our findings suggest that entrepreneurs irrationally use the information to adjust their estimates to account for their belief that they are better than others once they see the historical values, thus resulting in an even higher level of optimism. This result holds across different levels of education, occupation, work experience, age, and gender. Finally, we show that entrepreneurs suffering from over-optimism driven by the irrational use of reference values are more likely to eventually launch a crowdfunding campaign and are also more likely to fail, indicating that the irrational use of reference values has meaningful economic consequences for entrepreneurs.

[view paper \(if available\)](#)

Signals from Founders to Funders: Entrepreneurial Goals in Crowdfunding

Author: **Lingli Luo**; Zhejiang GongShang U.
Author: **Feifei Yang**; East China Normal U.
Author: **Zeyu Wang**; Chinese Academy of Social Sciences

Author: **Jingyi Wang**; UNSW Sydney
Author: **Dapeng Li**; East China Normal U.

Crowdfunding becomes an increasingly popular online platform for entrepreneurs to request fund from a relatively large number of individuals for their innovative projects. Research on crowdfunding has long examined the factors that contribute to funding success. However, the role of funding goals in crowdfunding is still largely understudied.

Drawing from signaling theory, our paper hypothesizes that funding goal, serves as a signal, has a U-shaped relationship with funding success, such that small goals signal low risk and high probability of goal attainment, thus have a high success chance; large goals signal star projects with high potential, thus also have a high success chance. We further hypothesize that such a U-shaped relationship is amplified by project popularity (backer comments and the number of comments) and campaign structure regarding updates but weakened by entrepreneurs' human capital (education level and crowdfunding experience) and campaign structure regarding funding period and patent. Based on a dataset of 15,326 projects listed on Indiegogo from December 2015 to May 2018, our theorized relationships are supported. Our paper contributes to entrepreneurship scholarship toward a more complete understanding of factors contributing/impeding funding success in crowdfunding platforms and provides important practical implications to entrepreneurs and platform designers.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Entrepreneurial Process 2 (session 1162)

Entrepreneurs' Cognitive Ability and New Ventures' Performance

Author: **Ali Mohammadi**; Copenhagen Business School

ENT

Family Firm: Strategies, Acquisitions, and Business Models (session 1163)

Family Entrepreneurial Teams: The Role of Learning in Business Model Evolution

Author: **Benito Giordano**; U. of Liverpool Management School

Author: **Kourosh Shafi**; U. of Florida

Why do some newly founded ventures succeed, while others fail? To address this fundamental question in entrepreneurship field, we focus on the role of cognitive ability, and specifically how it influences selecting founding team members. We use a near-exhaustive sample of male Swedish entrepreneurs with available data on their cognitive ability. After controlling for non-cognitive ability of entrepreneurs, our results suggest that one standard deviation increase in cognitive ability of entrepreneurs is associated with about %23 increase in sales. This effect is significantly larger for entrepreneurs in high-tech industries relative to entrepreneurs in low-tech industries. This relationship is further mediated by founding team size and their collective cognitive abilities. Our study highlights dependence of new ventures' growth on entrepreneurs' talent to assemble high-quality founding teams.

[view paper \(if available\)](#)

Exploring the Impact of Endorsement on the Entrepreneurial Journey of the Nascent Ventures

Author: **Keivan Aghasi**; U. of Cambridge
Author: **Stelios Kavadias**; U. of Cambridge

Nascent ventures suffer from limited legitimacy and low social capital endowment which make it difficult for them to gain access to vital information and other pertinent resources necessary to survive and grow. Start-up support programmes offer organizational sponsorship to the nascent ventures to mitigate and overcome these hurdles. This paper focuses on start-up pitch competition as a form of support programme and capture the impact of the sponsorship via endorsement on the entrepreneurial journey of the selected nascent ventures for the competition. After controlling for co-founding effect of selection on the unique sample of 1,322 nascent ventures that have applied to enrol to Pitch@Palace, a well-known pitch competition programme in the UK, the results confirm our hypotheses on positive impact of endorsement on the entrepreneurial journey of the participating nascent ventures, particularly on those with prior entrepreneurial failures or not backed by

Author: **Oswald Jones**; U. of Liverpool

There is limited research linking entrepreneurial learning and business models in start-up businesses. Business models are important cognitive devices that link entrepreneurial thinking and engagement with customers and suppliers during business start-up. This research examines changes business evolution during the first six years of a family-based start-up, which was formed in 2008 by two young brothers. The business grew quickly and achieved a turnover of £4.5m with 15 staff members by 2014. The case study contributes a better understanding of ways in which team-based learning in a family business links experiential and cognitive learning during business model evolution.

[view paper \(if available\)](#)

Business Model Innovation in Family Firms: Untangling the Impact of Socioemotional Wealth

Author: **Wolfgang Hora**; U. of Liechtenstein
Author: **Ferdinand Thies**; U. of Liechtenstein
Author: **Alexander Zimmermann**; U. of Liechtenstein

Socioemotional wealth (SEW) has been introduced as an important concept to account for the particularities of family firms and as an antecedent to innovation activities. However, little research attention has so far been given to the potentially distinctive effects of its underlying dimensions and on how it fosters broader forms of innovation (e.g., of an entire business model). We address these research opportunities through a deductive study of 414 central European Companies and find that the five dimensions of SEW not only have very different effects but that their impact on business model innovation is also substantially different from what has been previously found for other forms of innovation. This allows us to contribute to family firm and business model innovation research and provide interesting insights for practitioners.

[view paper \(if available\)](#)

financial intermediaries; or those located in regions with lower availability of organizations offering alternative start-up support programmes.

[view paper \(if available\)](#)

All Hail the Overcomers: How Entrepreneurs Spur Themselves to Start New Ventures

Designated as a "Best Paper" for ENT

Author: **Brandon Mueller**; Iowa State U.

Author: **Carlos David Valladares**; Iowa State U.

In this study, we utilize regulatory mode theory to explore the influence that entrepreneurs' self-regulation holds in leading entrepreneurs to act on and exploit opportunity ideas. By doing so, we extend understanding of how, when, and why certain entrepreneurs are better able to overcome uncertainty when making the decision to launch new businesses. More specifically, using information collected from 204 entrepreneurs regarding their opportunity identification skills and venture founding history, we investigate the role that self-regulatory mode (composed of both locomotion and assessment) plays in determining if and how often an entrepreneur will choose to act on their new venture ideas. Unsurprisingly, results suggest that entrepreneurs who are better able to identify new venture ideas are more likely to end up acting on these ideas. However, we find that this relationship is strongly influenced by an entrepreneurs' self-regulatory mode. More specifically, the relationship between an entrepreneurs' new venture ideas and eventual entrepreneurial action is negatively moderated by the individual effects of locomotion and assessment, and positively moderated by the interaction of locomotion and assessment. These findings play an important role in extending our understanding of why certain entrepreneurs are more likely to act on their new venture ideas than others.

[view paper \(if available\)](#)

The Effectiveness of Experts' Predictions of Short-Term and Long-Term Startup survival

Author: **Paula Danskin Englis**; Berry College

Innovation Signaling in M&A Announcements of Family Firms

Author: **Alexander Fries**; Doctoral Candidate - WHU Otto Beisheim School of Management

Author: **Max Leitterstorf**; Hochschule Bonn-Rhein-Sieg

Family firms have previously been found to be more efficient in creating innovation internally as compared to non-family firms because of their effective use of resources. Nevertheless, we do not sufficiently understand whether and how family firms signal their innovativeness towards the market to, e.g., enhance their reputation. We discuss this relationship in the context of M&A deal announcements of publicly listed firms. We hypothesize that true family firms mention more innovation in their deal announcements as compared to non-family firms while lone founder firms do so less. Moreover, we argue that being led by a family CEO strengthens this effect. We test our hypotheses based on a sample of 2153 M&A deal announcements and find support for most of our hypotheses.

[view paper \(if available\)](#)

Family Firm Acquisitions and the Institutional Environment: A Cross-Country Longitudinal Study

Author: **Michele Pinelli**; Free U. of Bozen-Bolzano

Author: **Alfredo De Massis**; Free U. Bozen, Bolzano and Lancaster U.

Author: **Alessandro Zattoni**; Luiss Guido Carli U.

Author: **Francesco Chirico**; Macquarie Business School, Macquarie U.

Prior research suggests that family firms are reluctant to engage in acquisitions to protect their socioemotional wealth (SEW). Yet, it is open to debate whether the prioritization of SEW over economic wealth creation affects the institutional context where family firms decide to acquire and the type of acquisition. To fill this gap, we develop a theoretical framework on family firms' acquisition behavior that builds on both economic and SEW considerations. We theorize that to protect their SEW family firms are less likely than non-family firms to undertake acquisitions in different and less developed institutional environments where the

Author: **Joris M.J. Heuven**; U. of Twente
Author: **Basil Englis**; Berry College

Startup firms are often evaluated by a group of “experts” using criteria inspired by studies that relate venture characteristics to survival. However, experts’ characteristics are not often taken into account. We examine whether the experience of experts impacts new venture evaluation, and whether more experienced experts are better able to predict new venture performance. In the short term (1 year), we find that the quality of the team predicts survival and that expertise does lead to more accurate prediction of survival. In the long term (5 years), we find that team and business model are predictors of new venture survival and that more experienced experts accurately predict new firm survival.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

outcomes of economic transactions are more uncertain. Yet, family firms are more likely to undertake unrelated acquisitions, which imply higher threats to their SEW relative to unrelated acquisitions, in similar and more developed institutional environments where economic returns are more predictable. In sum, family firms’ acquisition behavior is driven by a strategy of risk containment that limits the exposure to financial risk and that balances financial risk with SEW risk. Overall, with supportive empirical results, our study contributes to both the family firm and M&A literatures.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Lean Start-Up and Experimentation (session 1166)

Power of Deliberate Practice! A Multi-Wave Field Experiment for Entrepreneurial Behavior Retention

Author: **Ahmad Raza Bilal**; Sohar U. Oman
Author: **Tehreem Fatima**; U. of Lahore Sargoha Campus Pakistan

Individual entrepreneurial orientation training is a promising psychological intervention based on the Theory of Action Regulation that has contributed to the success of small business owners of developing countries. However, training transfer literature warns about the decay in trained behavior and business outcomes over time. The factors that help in the maintenance of post-training effects are still not extensively researched leaving a huge question mark on acclaimed outcomes. We employed a rigorous combination of an experimental and longitudinal approach for testing the impact of individual entrepreneurial orientation training

ENT

Mentoring and Entrepreneurship (session 1167)

The Role of Mentors in Reshaping Entrepreneurial Identity

Author: **Ronit Yitshaki**; Department of Economics and Business Administration, Ariel U.

Mentorship is one of the building blocks of accelerator educational programs. While there is some indication of the role of mentors in assisting entrepreneurs to overcome bounded rationality, only scant research has been conducted on their role in reshaping entrepreneurial identities. This study focuses on how mentors influence the role, social and venture identities of entrepreneurs in an international corporate accelerator. The inductive grounded theory process model indicates that mentors reshape entrepreneur identity by role modeling and providing reflexive feedback. In addition, they also contribute to entrepreneurs’ social inclusion. At the venture level, mentors reshape startup identity by helping entrepreneurs

among 587 small business owners in Pakistan across multiple follow-up waves (T0=before training, T1=at training, T2=1 month after training, T3=6months after training, T4=2years after training). We specifically examined the role of deliberate practice-purposeful, self-regulated, and persistent effort aimed at improvement- in post-training behavior maintenance as well as the subsequent business success. Growth modeling (random coefficient models), mediation, and mediated moderation analyses were done through R. The findings revealed that though individual orientation behavior declines after training, however deliberate practice enhances its maintenance. Moreover, the small business owners who engaged in deliberate practice had higher success rates through the continuous display of individual orientation behavior. The findings implicate that trainees' active approaches help in increasing training effectiveness.

[view paper \(if available\)](#)

Designing Entrepreneurial Experiments: Knowledge Acquisition Through "Minimum Viable Products"

Author: **Devin Burnell**; Indiana U. - Kelley School of Business

Author: **Regan M. Stevenson**; Indiana U.

Research on entrepreneurial experimentation suggests that designing economic experiments is useful in learning about opportunities. Specifically, entrepreneurs are encouraged to rapidly experiment with "minimum viable products" as learning artifacts to acquire information from markets about products. Nonetheless, this research has yet to consider the social implications of rapid experimentation; there is a lack of theoretical understanding of how entrepreneurs can design experiments without incurring negative social evaluations from external audiences. To resolve this problem, we leverage Herbert Simon's science of the artificial as a meta-framework to explain why and how learning artifacts can enhance learning efficiency while simultaneously inducing negative social judgments. We then propose a set of contingencies that influence the relationships between the aesthetic design of learning artifacts and their structural environments. We conclude with

differentiate their venture identity and creating a fit between their different identity types by triggering them to reconcile potential incongruence between current and future entrepreneurial identities. These findings extend the literature on the role of mentors in fostering entrepreneurial identity work and on scaling up startups in accelerators.

[view paper \(if available\)](#)

Trading Places: Entrepreneurs and Local Government Officials in Supporting Rural Venturing

Author: **Marcela Ramirez-Pasillas**; Jonkoping International Business School

Author: **Lucia Naldi**; Jonkoping International Business School

Author: **Hans Westlund**; Jonkoping International Business School

Based on a multiple case study of 19 rural places, we shed light on how entrepreneurs and local government officials engage in rural venturing. We conducted 58 interviews with entrepreneurs, local government officials, and association representatives. We find that entrepreneurs and government officials conduct supplementary processes to renew and preserve rural venturing. The renewal of rural venturing was generated from several embedding processes carried out by entrepreneurs, including belonging, knowing, business networking, resourcing, and business modeling that contribute to building and changing the business community. The preservation of rural venturing was originated when we brought local government officials to the foreground. We identified the embedding processes carried out by municipal officials including advocating others, creating networking arenas, crafting hybridity, crafting suitability and avoiding bureaucracy relevant for sustaining rural venturing. These processes were done in order to conserve and hybridize rural venturing. Our study, therefore, reorients embeddedness and entrepreneurship research from a focus on networks and their outcomes to what critical actors do. We also shed light on rural venturing as a multi-level phenomenon driven by the interaction of multiple stakeholders.

theoretical and practical implications for understanding the strategic design of learning artifacts to learn about markets and products while managing negative social judgments.

[view paper \(if available\)](#)

From Normalization to Innovation in New Product Development Projects

Author: **Xiangming Tao**; Royal Holloway, U. of London

Author: **Deniz Ucbasaran**; U. of Warwick

Although tolerating failure has been regarded as an essential part of the innovation process, much less is known about how failure normalization can drive innovation. We argue that failure normalization facilitates innovation by encouraging learning from failure, which in turn, depends on entrepreneurial passion. Using data from collected a survey of 237 new product development project (NPD) leaders in high-tech ventures, we find that learning from failure acts as a mediator in the relationship between failure normalization and innovation performance in the NPD process. However, failure normalization only provides an opportunity to learn and whether actual learning from failures occurs depends on NPD project leaders' entrepreneurial passion. Our results suggest that the path from failure normalization to innovation in NPD requires a much more nuanced examination of not only the mediating role of learning from failure but also entrepreneurial passion, which functions as a motivational on-off switch for learning from failure.

[view paper \(if available\)](#)

The Benefits (and Costs) of Involving Customers in the Startup Process: An Empirical Investigation

Author: **Scott L. Newbert**; City U. of New York, Baruch College

Author: **Erno Tornikoski**; Grenoble Ecole de Management

Author: **Jeffrey Augugliaro**; City U. of New York, Baruch College

Entrepreneurs are frequently advised to “get out of

[view paper \(if available\)](#)

How Can Business Advisors Overcome Constraints to Become Institutional Entrepreneurs?

Author: **Norin Arshed**; U. of Dundee

Author: **Stephen Knox**; U. of Strathclyde

Author: **Dominic Michael Chalmers**; U. of Glasgow

Author: **Russell Matthews**; U. of Strathclyde

Various UK governments have placed business advisors in the role as key institutional entrepreneurs in entrepreneurial ecosystems, yet they remain marginal actors whose impact is uncertain. This article explores the underlying reasons why by examining the constraints facing business advisors. Drawing on a qualitative study of business advisors from across the UK, we found a mismatch between the demands placed on them and resources made available to them; disconnects in how they interpret their roles and what is often required of them to provide meaningful advice; and tensions between their role which vary between assisting entrepreneurs to come to their own decisions and their role as advisors in providing more directive guidance. We argue constraints prevent business advisors from becoming central figures in the entrepreneurial ecosystem. In doing so, we contribute to theory on institutional entrepreneurship which has focused on central actors in entrepreneurial ecosystems, especially entrepreneurs and policy-makers, and neglected more peripheral figures who have the potential to bring about change.

[view paper \(if available\)](#)

Who is a New Venture Mentor? A Clarification of the Concept and Implications for Research

Author: **Marta Katarzyna Dowejko**; Hong Kong Baptist U.

New venture mentoring is paramount to startup acceleration and growth. In the past five years we observed a proliferation of scholarly interest in the concept, making it a promising theoretical lens through which scholars can better understand entrepreneurship. To summarize the recent

the building” and consult with customers before any serious efforts to develop a new product or service are undertaken so they can understand what customers really want/need and test the assumptions underpinning their offering. Despite the popularity of this thesis, evidenced by the extraordinary success of the “business model canvas,” “customer discovery,” and “lean startup” movements, there is surprisingly little empirical evidence to support it. In response, we hypothesize that while involving customers during product/service development will help nascent entrepreneurs successfully exploit an opportunity, this benefit is offset by the additional time it takes to engage them. We further hypothesize that these benefits and costs are magnified when market uncertainty is high. Analyzing data from the PSED II, we find support for our hypotheses.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

progress of this stream and promote its use, we systematically review 71 articles in leading management and entrepreneurship journals published over three decades. We describe how mentoring has been adopted in the entrepreneurship research and what the implications and future directions for the scholarship are. In addition, we provide an in-depth review of multiple and diverging new venture mentoring definitions offered by existing studies and discuss the implications of these definitions. The discussion is enriched by the delineation of the core attributes of new venture mentoring relationships, distinguishing them from other types of developmental relations. We conclude with the recommendations for future new venture mentoring research.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Mindset (session 1168)

Quality of Self-Efficacy Evaluations in the Context of Nascent Entrepreneurship

Author: **Jakob Weers**; Leuphana U. Lüneburg

Author: **Michael Marcus Gielnik**; Leuphana U. Lüneburg

Is self-efficacy predictor or outcome of performance? The debate about the direction of the relationship between self-efficacy and performance is ongoing. We show that both is true when taking the development of self-efficacy over time into account. We develop a model of the development of self-efficacy and test this model using longitudinal data from N = 1682 nascent entrepreneurs. In the beginning, self-efficacy is an outcome of performance. It is of low quality and therefore only has little predictive validity. Over time and through action, the quality of self-efficacy increases. The change in quality increases the predictive validity of self-efficacy. We additionally test the effect of training on the formation of high-quality self-efficacy

ENT

Social and Sustainable Entrepreneurship: Driving Impact (session 1169)

Does the Business Suit Fit? An Economic Perspective on Social Ventures' Success

Author: **Philipp Erpf**; U. of Fribourg

Author: **Markus Gmuer**; U. of Fribourg

Author: **Jonas Baumann-Fuchs**; Kultivierer.ch GmbH

This article analyses how management culture and organizational structure shape economic success in social ventures (SVs). It finds out that an entrepreneurial orientation, taking care of the internal communication culture, good anchoring of organizational goals and strategies, from time to time an external evaluation, less dependency on donations and a powerful strategic committee lead to a successful achievement of economic goals. This is shown by the results of a survey of 257 Swiss work integration social enterprises offering customers residential, job, education, and consulting services in the context of social integration. Although

evaluations and show that training can accelerate the formation through increasing the level of action. Our study contributes to research on self-efficacy by explaining under which conditions self-efficacy is a positive predictor of performance. Additionally, our study contributes to research on entrepreneurship by examining the role of self-efficacy in the process of business creation among nascent entrepreneurs.

[view paper \(if available\)](#)

Relating Entrepreneurial Self-Efficacy to Adaptive Performance and Affective Outcomes

Author: **Gavin Joseph Williamson**; U. of Tennessee, Knoxville

Author: **Patrick Coyle**; La Salle U.

Author: **Victoria Ricedorf**; Lycoming College

Author: **Alexandra E. MacDougall**; Central Michigan U.

Organizations have seen an increasing need for entrepreneurial thought and behavior to meet the challenges and demands associated with a dynamic work environment. Interestingly, there is a dearth of scholarly literature exploring the antecedents and outcomes associated with such behavior beyond the scope of new ventures. Accordingly, the present effort draws from the entrepreneurship literature to explore how entrepreneurial self-efficacy (ESE) impacts three types of work-related affect including job satisfaction, work engagement, and affective organizational commitment, via adaptive performance among employees in well-established firms. Data were collected from 251 full-time working adults at two time points and were examined using latent variable analysis. Results indicated that ESE is positively related to adaptive performance, and that ESE positively impacts all three forms of work-related affect via adaptive performance. Theoretical and practical implications are discussed, including recommendations for managers wishing to enhance the adaptability and intrapreneurial performance of their subordinates.

[view paper \(if available\)](#)

historically liberal, Switzerland has over the years developed into a welfare state. Politically, a countermovement has emerged that demands SVs to act in an entrepreneurial and economically successful manner. This article contributes to this topic, which is increasingly being discussed in social entrepreneurship and SV literature, by setting up and testing its own research model and generating numerous managerial implications.

[view paper \(if available\)](#)

How to Drive Social Venture Performance? An Upper Echelons Perspective on Social Entrepreneurship

Designated as a "Best Paper" for ENT

Author: **Corinna Vera Hedwig Gerleve**; TU Dortmund U.

Research surrounding social entrepreneurship is burgeoning. While the current focus of most researchers is on the formation of social ventures, we still know little about what factors drive social venture performance once a venture is founded. The purpose of our study is to fill this research gap. We introduce upper echelons perspective to social entrepreneurship research and explain the influence of leaders' psychological characteristics and team processes on social venture performance. Empirical analysis of 177 responses from social entrepreneurs reveals that leaders' psychological capital is positively associated with social venture performance, via team value congruence. In line with upper echelons perspective, this study moreover investigates the role of feedback-seeking behavior as an external stimulus. Contrary to our hypothesis, we find that high feedback-seeking behavior weakens the positive indirect relationship. In sum, we contribute to social entrepreneurship research by introducing a well-established theory to this domain and explaining psychological capital as an individual-level antecedent to social venture performance. Moreover, we advance entrepreneurship literature on team processes and especially upper echelons perspective by explaining team value congruence as a sociological process between leader characteristics and social venture performance. Our results have implications for social entrepreneurs and society as a whole.

A Call to Action: Growth Mindset Training Improves Experimental Action Among Necessity Entrepreneurs

Author: **Shad S. Morris**; Brigham Young U.

Author: **W Chad Carlos**; Brigham Young U.

Author: **Geoffrey Kistruck**; Schulich School of Business

Author: **Robert B. Lount**; Ohio State U.

Author: **Tumsifu Elly Thomas**; U. of Dar es Salaam

The poor have few other options than to engage in entrepreneurial activities to sustain their livelihood. To help these necessity entrepreneurs improve their ability to experiment with more effective business activities, technical training programs abound. Yet, these necessity entrepreneurs tend to possess a 'scarcity mindset' that stops them from applying the technical skills they develop in training programs. To combat this scarcity mindset, we suggest that technical training programs should include growth mindset training to help individuals increase their entrepreneurial self-efficacy, which will help them to take more experimental action. More specifically, we created a half-day 'cognitive' training module to complement an existing 'technical' training program. The growth-mindset training was developed and piloted with 339 entrepreneurs in rural Tanzania. Subsequently, we tested our hypotheses using a randomized controlled trial involving 176 entrepreneurs in rural Tanzania. Our results suggest that augmenting a technical-skills training program with a growth mindset component promotes entrepreneurs to improve their entrepreneurial self-efficacy and display subsequent experimental action in their actual business endeavors.

view paper (if available)

How Does Perceived Interpersonal Justice Affect the Creativity of an Entrepreneur

Author: **Sarah Cheah**; National U. of Singapore

Author: **Shiyu Li**; National U. of Singapore

Author: **Yuen-Ping Ho**; National U. of Singapore

Drawing on the intersection of self-determination theory and fairness theory, we investigated how entrepreneurs' perceived interpersonal justice, depicting their perception of others' politeness, propriety and respect, affect their creativity.

view paper (if available)

Subjective Experiences of Positive Impact in Social Enterprises: Working for Impact, Seeing Impact

Author: **Andreana Drencheva**; U. of Sheffield

Author: **Wee Chan Au**; Monash U., Malaysia

Author: **Jian Li Yew**; Social Innovation Movement

Individuals start and work in social enterprises anticipating positive impact from their work, thus aligning their work with their values and motivations. Yet, the social entrepreneurship literature assumes that individuals in social enterprises subjectively experience their work as making a positive difference for others directly through their work. In this article we introduce the concept of perceived positive work impact to the social entrepreneurship literature to differentiate between objective social impact and individuals' subjective experiences of work as impactful. With this inductive study we explore how individuals in social enterprises anticipate, perceive, and question their work as impactful and illustrate how these subjective experiences are shaped by processes to create, visualize, maintain, make sense of, and share subjective experiences of work as impactful. In doing so, we challenge taken-for-granted assumptions in social entrepreneurship research and draw attention to a new subjective experience and its significance for talent retention. By investigating the concept of perceived positive work impact in a new research setting where anticipation of positive impact is highly consequential, we extend the current understanding of the concept in OB research.

view paper (if available)

The Relationship Between Beneficiary Positioning in Social Enterprises and Depth of Impacts Created

Author: **Elena Kennedy**; Elon U.

Beneficiary positioning is an important and under-examined component of how social enterprises are organized. Beneficiaries can hold a range of positions within a social enterprise including as

Experience-sampling data collected from 201 entrepreneurs operating in the coworking spaces in Singapore and Beijing indicated that entrepreneurs' perceived interpersonal justice predicted their everyday creativity at both between-person and within-person levels. The results of our multilevel modelling analysis show that entrepreneurs' psychological needs satisfaction and intrinsic motivation fully mediate the relationship between their perceived interpersonal justice and creativity on the same day.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

recipients of free goods and services, customers or suppliers of goods and services to the enterprise, or as employees of the enterprise. Leveraging the Sen's capabilities framework as a tool to measure depth of impact, this paper examines six comparative cases of social enterprises with beneficiaries positioned in different roles to better understand the types of impacts social enterprises can create for beneficiaries. The cases examined indicate that beneficiary positioning has significant implications for the depth of impact created, with beneficiaries as employees having the deepest impacts for beneficiaries and beneficiaries as recipients having the shallowest.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

17:00 EDT - 19:00 EDT

Monday, 10 August

OMT

SIM

Can Business Schools Better Enhance Idealism and Foster Social Responsibility Among Students? (session 342)

The purpose of this PDW is to examine the disconnect between the optimism with which students, firms, and business schools view the role of business in society, and the career choices of students (who often end up in banking and consulting, despite more impact-oriented intentions upon entering business school). Participants will explore how business schools can either reproduce existing inequalities or create opportunities for mobility. We will dive deeply into the student journey to and through business school, and will discuss the latest research regarding key cultural mechanisms at play, as well as potential levers and critical inflection points to better foster diverse and impact-oriented career paths. Finally, this PDW will include a thoughtful discussion as to the ways in which business schools interact with community partners and other stakeholders, and pose the question of who really benefits from these relationships.

Real-time Open

DIVERSITY

PRACTICE

TEACHING

THEME

PDW (WORKSHOP)

LIVE - OPEN

MSR

Re-Visioning Management: Quantum Perspectives (session 341)

This symposium addresses the AOM 2020 theme through a series of opening talks and an hour of dialogue around the theme of Quantum Perspectives. The presenters turn to quantum concepts through which physics has described a reality which is unexpectedly conscious and interconnected. The discovery in physics of the quantum realm as a subjective as well as objective reality is opening new possibility for social sciences such as management. Each of the presenters in this symposium explores the relationship between practices of connectedness to gain direct-intuitive insight into the quantum nature of reality and transformation of the discipline of management to be an agent of human flourishing. Our contributions are to eliminate the dichotomies that conventional management theory enact, and to propose alternative narratives from quantum perspectives.

Quantum Empathy and Global Transcendence

Kathryn Pavlovich; Waikato Management School

Driving Organizational Entrainment Through Spiritual Leadership

Danny Sandra; U. of Antwerp

Sharda Nandram; Nyenrode Business U.

V-Theory: A Quantum-Field Approach to Leadership Development

Anil K. Maheshwari; Maharishi U. of Management

Practices, Purpose, and Consciousness: How Business Leaders Move Toward Positive Business Outcomes

Joseph S. Leah; Florida Gulf Coast U. / Case Western U.

Catalyzing the Quantum Shift: Exploring Pathways for Business Education and Research

ONE

ONE Business Meeting (session 1234)

Asynchronous

MEETING

ASYNCHRONOUS

Julia Storberg-Walker; George Washington U.

**Experience and Understanding of Wholeness in
Consciousness-Based Education**

Dennis P. Heaton; Maharishi International U.
Real-time Presenter

LIVE - PRESENTER

THEME

SYMPOSIUM

STR

Cooperative Strategy (session 344)

**How Does a Partner's Acquisition Affect the Value
of the Alliance?**

Designated as a "Best Paper" for STR

Author: **Dovev Lavie**; Bocconi U.

Author: **Randi Lunnan**; BI Norwegian Business
School

Author: **Binh Minh Truong**; BI Norwegian Business
School

How does an acquisition initiated by a firm's alliance partner affect the value that the firm can create and capture from its alliance with that partner? We study this question by drawing from the relational view. We contend that the similarity between the businesses of the firm and its partner's acquisition target restricts the firm's ability to create and capture value from its alliance, whereas the complementarity between their businesses enhances the firm's gain from its alliance. We further conjecture that relational embeddedness between the firm and its alliance partner mitigates competition while facilitating synergies ascribed to complementarity with the target's business. We test these predictions during the years 2000-2016, with an analysis of the stock market returns to 361 firms that engaged in 590 alliances with 91 partners around the time these partners' announced the acquisitions of 164 targets. Our findings support the predictions about the implications of business similarity and complementarity, but refute the ones concerning the moderating effects of relational embeddedness. We conclude that a partner's acquisition of a target whose business is similar to that of the firm signifies failure of the embedded relationship between the firm and that partner, while the rigidity of their relation-specific routines undermines the firm's ability to gain from synergies

STR

TIM

Navigating Creative Destructions in the 21st Century: External Pressures and Resource Recombination (session 345)

Whether and how firms respond and adapt to external pressures has important implications for organizational performance and evolution. Prior research has established that firms may be impelled to reposition, innovate, or specialize, all of which have important repercussions for resource allocation and recombination. Further research is needed in order to advance our understanding of the specific drivers of industrial renewal taking place across various settings. Papers in this symposium address questions regarding external pressures and resource recombination, offering new theoretical frameworks and drawing on empirical settings including transport, energy, and pharmaceutical industries.

**Stuck in the Middle (of Time): Strategic
Repositioning and Survival in Response to
Innovation Shock**

Woo-Yong Park; U. of Nevada, Las Vegas

Jack A. Nickerson; Washington U.

Lyda S. Bigelow; U. of Utah

**Navigating Gales of Creative Destruction: Resource
Reallocation from Oil and Gas to Wind Energy**

Aldona Kapacinskaite; London Business School

**Anticipated Employee Mobility and Firms' Rate of
Technology Acquisitions**

Aman Asija; U. Ramon Llull, ESADE Business School

Dimo P. Ringov; ESADE Business School

associated with its complementarity with the target's business. Our study offers new insights into the interplay of alliances and acquisitions and informs research on the dynamics of alliance relations.

[view paper \(if available\)](#)

**Competitive Dynamics of Interindustry Systems:
How Structure and Conduct Coevolve**

Designated as a "Best Paper" for STR

Author: **Stephen Thomas Downing**; National Chiao Tung U.

Author: **Jin-Su Kang**; National Chiao Tung U.

Author: **Hun Lee**; George Mason U.

Research on multimarket contact (MMC) explains why mutual forbearance (reduced aggressiveness) may emerge among familiar rivals within certain industries, but less understood is how competition changes when MMC crosses industry boundaries. Taking a system-level view of the competitive arena, we introduce the concept of systemic MMC (extent of embeddedness in industry-agnostic MMC groups) and apply it to explain how the antecedents and outcomes of competitive behaviors differ: network-invariant actions seek advantage within current markets; network-restructuring actions change MMC, reshaping interindustry embeddedness. We posit that systemic MMC facilitates mutual forbearance from network-invariant aggressiveness, while firms employ restructuring actions to improve their position, which they then, in turn, exploit for mutual forbearance. However, this jockeying for position by more numerous direct and indirect competitors limits each firm's ability to maintain its degree of systemic MMC. We find support for these hypotheses with a novel combination of data sets on technology firm competitive relations and action repertoires during 2010-2016. Contributing to the literature on competitive dynamics and multimarket competition theory, this study shows how competitive structure and behavior coevolve endogenously, and mutual forbearance may still arise in interindustry competition systems, but its nature and persistence vary.

[view paper \(if available\)](#)

Solon Moreira; Fox School of Business, Temple U.

**Regulatory Stringency and External R&D
Investment: Evidence from the U.S Electricity
Industry**

Colleen Cunningham; London Business School

Nilanjana Dutt; Bocconi U.

Real-time Presenter

RESEARCH

LIVE - PRESENTER

SYMPOSIUM

From Instrumental to Normative Relational Strategies: A Study of Open Buyer-Supplier Relations

Designated as a “Best Paper” for STR

Author: **Sergio Giovanetti Lazzarini**; Insper Institute of Education and Research

Author: **Dirk Boehe**; Massey U.

Author: **Leandro Simões Pongeluppe**; U. of Toronto, Rotman School of Management

Author: **Michael L. Cook**; U. of Missouri

Scholars have examined conditions in which companies promote close, recurring relations with key stakeholders with the instrumental objective to generate unique rents. However, in practice, we observe open relational strategies with nonexclusive relations and investments that generate positive externalities to multiple stakeholders beyond the focal firm and their direct partners. These open relations create a puzzle since companies invest in partners that are relatively free to transact with other actors, including competitors. In this paper, we adopt an in-depth case study methodology examining Natura, a company in the cosmetic industry that developed a complex web of open vertical and horizontal relations (hence a “netchain”) to procure natural inputs from the Amazon rainforest. We explain the mechanisms behind Natura’s open netchain and propose a set of explanations for its emergence and stability in the long run. Although a possible explanation is in part instrumental (i.e., Natura fosters a distinct positioning strategy based on socially oriented and sustainable practices), a fundamental explanation for the emergence and continuity of Natura’s open relational strategy is the presence of distinct shareholder preferences supporting normative commitment to socio-environmental goals. We thus argue that the so-called shareholder supremacy may actually generate broader positive gains as long as shareholders (or whoever holds residual rights) implement distinct normative principles guiding corporate relational strategies that benefit multiple stakeholders.

[view paper \(if available\)](#)

Temporal Dynamics in Multipartner Coordination: Sequentiality and Simultaneity in R&D Projects

Designated as a “Best Paper” for STR
Author: **Jingshu Du**; Vrije U. Amsterdam
Author: **Rene Belderbos**; KU Leuven
Author: **Bart Leten**; KU Leuven

Prior research has suggested that collaborating with multiple partners promises better innovation performance. However, multi-partner collaborations also bring additional management challenges stemming from the more complex coordination among multiple, often diverse, partners. Adopting a coordination perspective, this study offers new insights on the optimal temporal coordination in multi-partner collaborations. We argue that effective coordination in multi-partner collaboration is likely to require episodes of sequential collaboration with partners (sequentiality) as well as periods of simultaneous involvement of all partners (simultaneity). The optimal balance between the two is project-specific and depends on the complexity of the technology developed and managerial resource constraints. We find support for these conjectures in analyses of over 1,000 R&D projects in a major firm in the electronics industry.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

SIM

Focus on Philosophy (session 343)

Institutional Strengthening as Ethical Obligation: An Agonistic Approach to Business Ethics

Designated as a "Best Paper" for SIM

Author: **Tricia Olsen**; U. of Denver

Author: **Harry J. Van Buren**; U. of St. Thomas

Business ethics scholars often write about institutions as relatively static guidelines with which companies may or may not comply (e.g., "rules of the game"). While some institutions, such as rule of law or stable monetary and fiscal policy, are good for business, we also know that (some) businesses (often) seek to manipulate institutions so that the "rules of the game" are tipped in their favor. In this article, we argue that conceiving of institutions in this way limits the role institutions can play in addressing conflict or contention. Instead, we draw from recent work by political theorist Chantal Mouffe on agonism and apply it to the corporate context. We develop the notion of agonistic business responsibility, which overcomes the existing limitations in the literature by legitimizing stakeholder voices. This approach acknowledges the perennial nature of dissensus and, rather than lamenting it, recognizes that greater legitimacy may be gained through contestation.

[view paper \(if available\)](#)

Collective Rationality and Creative Synthesis in Corporate Governance

Author: **Tobey Scharding**; Rutgers U.

Author: **John Cantwell**; Rutgers U.

In this article, we explain the potential benefits of implementing Hegelian notions of collective rationality and synthesis in corporate governance and suggest strategies for achieving this. Changes to corporate structures over the past fifty years—such as the declining importance of the dyadic principal-agent relationship and the increasing importance of networks—simultaneously raise the stakes in intra- and inter-firm conflicts and make these conflicts more difficult to resolve. Whereas corporate responses to conflicts have typically relied on individual rationality, we argue that Hegelian theory's attunement to social organization offers greater promise. Of contemporary theories of corporate governance, our Hegelian theory most closely resembles paradox theory. It goes beyond paradox theory in elaborating two novel strategies for resolving apparent paradoxes: collective rationality and creative synthesis. After discussing the basis of our theory of corporate governance in Hegelian thought, set forth our strategies and contrast them with other approaches to corporate governance. Next, we illustrate how our strategies may be applied. Finally, we offer propositions and discuss opportunities for future research.

[view paper \(if available\)](#)

Exploring the Possibility of Ethical Self-Formation in Climate Change Discourses Online

Author: **Mollie Painter-Morland**; Nottingham Trent U.

Author: **Elme Vivier**; Nottingham Business School, Nottingham Trent U.

Author: **Emrah Karakilic**; Nottingham Business School, Nottingham Trent U.

In this paper, we investigate to what extent the writing that takes place in online discussion forums could contribute to ethical subject-formation. We acknowledge the potential negative effects that the use of digital technologies could have for human agency, but also explore its potential contribution in shaping ethical agency. To do so, we draw out the intricacies of subjectification/ subjectivation as it is described in Michel Foucault's (2008) writings on governmentality, and explore to what extent a more positive conception of subjectivity can be articulated in and through contemporary online writing practices. We approach our empirical data abductively, comparing the writing in online forums (Reddit) to/ with Foucault's description of specific writing practices that are central to 'the care of the self', and as such, of ethical subject-formation. We then return to a further investigation of Foucault's (1994) discussion of polemics that characterize polarizing discourses online. We conclude that the subjectivation emerging within online writing functions both positively and negatively, but that care of the self is made unlikely due to a lack of critical self-reflection and the prevalence of polemics.

[view paper \(if available\)](#)

Communicative Practices of Business Ethics - A Case Study of Self-Writing in Strategic Context

Author: **Visa Penttilä**; Hanken School of Economics

This study develops practice-based understanding of ethics by examining how communicative activities can contribute to ethics in organizing. To conceptualize ethical significance of language use, I draw on Foucault's concept of self-writing that captures the potential of writing in developing the self of an individual, and by extension, that of a collective of individuals. I conduct a single case study of a strategy process between an owner organization and a business conglomerate they own. The writing provides the owner a practice through which it not only steers the conglomerate, but also develops itself as an owner-stakeholder and its relation to business activities. The study extends the notion of self-writing to strategic context and shows how writers can subject themselves to a particular position through 1) normative, 2) temporal, and 3) textual-structural discursive resources. These resources enable the writers to establish a reflexive relation with themselves and develop this relation as an organized collective. These findings contribute to the business ethics as practice literature by extending communicative practices to its scope and articulating a model of self-writing practices in an organizational context.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

RESEARCH

MOCK LIVE

MSR

Discipline and Purpose for Intellectual Athletes (session 347)

Two years ago, at the 78th Annual Meeting of the Academy of Management, we invited doctoral students to discuss the physiological and psychological challenges inherent in pursuing a doctoral degree. From this conversation, we realized that the structure (or lack thereof) inherent in the knowledge work that comprises academic life provides a unique challenge to well-being. This year, we build on this conversation and research by offering a workshop designed to help academics – both faculty and graduate students alike – improve their own well-being and productivity by building better work habits. We draw on the concepts of discipline and purpose in order to demonstrate how people can develop profitable personal strategies for more effectively facilitating both improved work output and sustainable well-being. The purpose of this PDW is to provide resources to help academics to articulate their relevant goals and, in turn, create a plan for following them with a sense of self-accountability. We will draw from research on developing effective work habits, values, and goal-setting in order to provide participants with a template for managing their physical and emotional resources. We believe that training what we have termed “intellectual athletes” will not only improve the general well-being of academics, but will also facilitate more productive research and teaching over time.

Are you interested in doing some work on your own professional and personal development? All you need is a curious mindset and a desire to experiment!

Real-time Open

TEACHING

PRACTICE

RESEARCH

PDW (WORKSHOP)

LIVE - OPEN

OMT

ONE

STR

Organizing for the Grand Societal Challenges (session 348)

Today's societies face grand challenges, many of them global in scope. They range from environmental climate change and digitalization to ecosystem disruption and dramatic upsurge of socially divisive forces. The scale, difficulty, non-linear dynamics, and complexities of these transition problems are such that no one entity, discipline, or social sector alone can handle - let alone solve - them. The objective of this symposium is to address the question of how firms, in the light of grand challenges, can learn to organize for a social change towards responsible and sustainable management, collaboratively with their stakeholders. There is scholarly evidence of increasing firm levels of responsibility and stakeholder-orientation as well as their performance implications. By contrast, we are only starting to understand how companies can organize to tackle grand societal challenges and how such trends translate into new developments of management theory. This event will give management scholars, who have already taken up this challenge in their research, the chance to share the evolution of their own thinking. In particular, five panel presentations will look at the topic of responsible and sustainable organizing from different, but highly complementary angles, and thus, help develop new theoretical insights. They will also point to - in their view - implications for our work as researchers and teachers.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

INTERNATIONAL

PRACTICE

RESEARCH

THEME

MOC

The Evolution & Obliteration of Novel Ideas & Problems (session 346)

Problem Framing and Formulation

Author: **Chan Hyung Park**; Washington U. in St. Louis, Olin Business School

Author: **Markus Baer**; Washington U. in St. Louis

Numerous management scholars have noted that strategic decision making starts with problem formulation, or the identification of problems' causes. Problem formulation reduces the uncertainty in problems through finding the underlying causes. When dealing with strategic problems that have both complexity and uncertainty, however, we theorize that problem formulation is not enough. Problem framing, or the decomposition of problems to their subproblems, reduces the complexity of problems. When framing has been successful, problem formulation may then reduce the uncertainty in the problems. Despite the close relationship, we draw on the construal level theory to argue that the cognition that benefits problem framing and formulation are distinct and mutually exclusive. People who adjust their construal level (abstract or concrete way of thinking) while engaging in the two activities would not be able to achieve the optimal outcomes. We conduct four experiments to explore the hypotheses and find support for our arguments.

[view paper \(if available\)](#)

The Impact of Customer Creativity on Service Employees: An Emotional Appraisal Perspective

Finalist for MOC Division Best Student-Led Paper Award

Author: **Randy Xue Ren Lee**; National U. of Singapore

Author: **Pok Man Tang**; Texas A&M U., Mays Business School

Author: **Anthony Klotz**; Texas A&M U.

Author: **Remus Ilies**; National U. of Singapore

Author: **Shawn T. McClean**; U. of Wyoming

Increasingly, transactions between firms and customers are typified by co-creation of value, wherein customers play an active role in the development of new products and services. In the past two decades, research on the dynamics of co-creation, and its largely positive effects on consumers and firms, has flourished in multiple disciplines of research. However, the effects of customer creativity on the service-providing employees themselves has received far less empirical attention, which is not necessarily surprising, given that research on the consequences of creativity at work, in general, is scarce. To contribute to our understanding of the effects of co-creation on employees, and of the outcomes of creativity, we examine how creative behavior from others at work (i.e., customers) affects the focal employees (i.e., service providers). Specifically, drawing from emotional appraisal theory and interpersonal complementary theory, we predict that perceived customer creative behavior elicits the emotion of inspiration in service employees, which in turn motivates them to engage in customer-oriented prosocial behavior. We also propose that customer creativity can elicit the emotion of performance anxiety, which leads to subsequent work withdrawal among employees. Using an experience-sampling study with three daily assessments in the service industry, we find support for our predictions. Furthermore, we find that the aforementioned emotional appraisal processes are contingent on employees' creative role identity. We conclude by discussing the theoretical and practical implications of our work.

[view paper \(if available\)](#)

How Creative Organizations Develop Systematic Ways to Recognize and Select Novel Ideas

Finalist for MOC Division Best Paper Award

Author: **Barbara Slavich**; IESEG School of Management, LEM-CNRS 9221

Author: **Pilar Opazo**; MIT Sloan School of Management

Author: **Ignasi Capdevila**; Paris School of Business

The generative side of creativity has received much more attention than its evaluation and adoption sides. The objective of this work is to explore how and why organizations assess and select specific creative ideas for further implementation and what determines that actors within organizations recognize the creative potential of an idea generated versus another one. Our research shows how two highly creative organizations, elBulli restaurant lead by chef Ferran Adrià and the Italian Drama Academy Nico Pepe, developed several processes and routines to continuously evaluate the degree of novelty and finally select ideas for implementation. We show that the processes of ideas' generation and evaluation simultaneously take place at the individual and the collective level and that they involve activities of two distinctive nature: cognitive processes and material practices. Furthermore, we show that by developing a classification system and by doing an effortful and selective use of artifacts, the members of the organization are able to evaluate and ensure continuously novel outcomes.

[view paper \(if available\)](#)

Obliteration by Divergence in Scientific Networks: The Case of Ego Depletion

Finalist for MOC Division Best Paper Award

Author: **Mustafa Akben**; Fox School of Business, Temple U.

Author: **Ravi S. Kudesia**; Fox School of Business, Temple U.

Scientific literatures provide a valuable context to understand how ideas evolve within social networks. Seminal research concerns obliteration by incorporation: how as a scientific idea is reproduced in a scientific field through new studies, the idea can gradually mutate until its original meaning is lost. We introduce a process called obliteration by divergence, given parallels to divergent evolution. Obliteration by divergence concerns how when a scientific idea crosses from one discipline to another, its meaning can fundamentally change, so two disciplines discuss the same idea but mean something different by it. It is a substantial, but unaddressed, threat to the validity of science, given increasing interdisciplinarity. Through a network analysis of 5,046 works on ego depletion, we show that the management discipline constitutes its own cluster with unique properties that differ fundamentally from the original idea in psychology. Whereas ego depletion research in psychology has diminished in the wake of the replication crisis, we find continued exponential growth in management. We suggest different selection pressures in psychology and management disciplines that may have produced these divergent outcomes and discuss the potential dangers of the resilience of the ego depletion idea as it has evolved in management.

[view paper \(if available\)](#)

How Governance Paradigm Attachment Enacts a Spiral of Unsaid and Decision-Making in the Boardroom

Author: **Marilieke Engbers**; Vrije U. Amsterdam

How do board members of a board of directors decide what to say 'in the moment' during formal meetings and

consequently decide on strategic issues? By implementing real-time tape-recorded data from 37 meetings of 17 boards and retrospective interviews with 119 board members, we explored the motives behind what board members say and do not say during board meetings. We compared individual level and group level similarities and paradigm differences, implicit voice theories and communicative interactions. We found that board members who consider their governance paradigm objective enact a spiral of unsaid when they try to manage silent performance conflicts through informal decision-making. Then when hot situations are enacted due to these conflicts they manage the conflicts ultimately through scapegoating and ostracizing the board members with the minority paradigm.

[view paper \(if available\)](#)

Real-time Presenter

PAPER SESSION

LIVE - PRESENTER

18:30 EDT - 20:30 EDT

Monday, 10 August

CMS

CMS Main Social (session 1237)

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

STR

Knowledge and Innovation and Strategic Human Capital (session 349)

Authority and Search in Organizations

Designated as a "Best Paper" for STR

Author: **Valentina Richter**; U. of Vienna

Author: **Robert Janjic**; U. of Vienna

Author: **Helge JD Klapper**; Rotterdam School of Management, Erasmus U.

Author: **Steffen Keck**; U. of Vienna

Author: **Markus Reitzig**; U. of Vienna

This paper studies the effects of formal structure on individuals' search behavior when learning from past performance is difficult. We argue that managerial authority in the form of procedural control induces accountability among subordinates tasked with the search for alternatives to a given problem. Subordinate accountability, so we argue and show, creates an action bias among employees leading them to exhibit more exploratory search behavior than they would otherwise. Exploration is thus susceptible to the framing of managerial control. We test and confirm our hypotheses in a laboratory experiment, employing a modified version of Billinger, Stieglitz, and Schumacher's (2014) "alien game".

[view paper \(if available\)](#)

The Evolution of Productive Organizations

Designated as a "Best Paper" for STR

Author: **Francisco Brahm**; London Business School

Author: **Joaquin Poblete**; Pontifical Catholic U. of Chile

Organizations devoted to the production of goods and services, such as guilds, partnerships and modern corporations, have dominated the economic landscape in our species' history. We develop an explanation for their evolution drawing from cultural evolution theory. A basic tenet of this theory is that social learning allows for the diffusion of innovations in society, and therefore, the accumulation of culture. However, the well-known Rogers' paradox shows that specific conditions are required for social learning to fulfill this role. Using a workhorse cultural evolution model, we show that productive organizations (POs) can provide such conditions if they possess two characteristics: exclusivity of membership –that is, entry is restricted– and more effective social learning within their boundaries than outside. With exclusivity, the benefit of better social learning is not eliminated by the expansion of social learners; instead, these improvements allow for higher adaptiveness, benefiting society. We illuminate three aspects of POs which have eluded mainstream economic theories of POs. First, we focus on culture, a central part of POs; in contrast, current theories assume a pre-existing cultural pool in order to focus on governance. Second, these theories explain how POs work, a proximate explanation; instead, we provide an ultimate explanation that provides a precise mechanisms for their origin and evolution. Third, while our theory parsimoniously produces specialization of POs, current theories require the addition of trade and comparative advantage. The model also illuminates issues regarding organizational rigidity and the locus of innovation.

[view paper \(if available\)](#)

Work-from-Anywhere: The Productivity Effects of Geographic Flexibility

Designated as a “Best Paper” for STR

Author: **Prithwiraj Choudhury**; Harvard U.

Author: **Cirrus Foroughi**; Harvard Business School

Author: **Barbara Zepp Larson**; Northeastern U.

An emerging form of remote work allows employees to work-from- anywhere, so that the worker can choose to live in any geographic location of choice. While traditional “work-from-home (WFH)” programs offer the worker temporal flexibility, “work-from-anywhere (WFA)” programs offer both temporal and geographic flexibility. We study the effects of WFA on productivity at the United States Patent and Trademark Office (USPTO) and exploit a natural experiment in which the implementation of WFA was driven by negotiations between managers and the patent examiners’ union, leading to exogeneity in the timing of individual examiners’ transition from a work-from-home to a work- from-anywhere program. This transition resulted in a 4.4 percent increase in output without affecting the incidence of rework. We also report several results related to mechanisms, notably a correlation between examiners relocating to below-median cost of living locations and increased productivity. We also study how geographic flexibility affects the location choice of WFA workers and find a correlation between career stage and the decision to move to Florida. We additionally employ illustrative field interviews and micro-data on geographic distance from the headquarters, an exogenous mandate to use IT, and proxies for examiner effort to shed further light on mechanisms.

[view paper \(if available\)](#)

Specialized Human Capital in Professional Services: Task Specificity and Firm Performance

Designated as a “Best Paper” for STR

Author: **Ryan Cooper**; U. of Maryland, College Park

Author: **Timothy Gubler**; Brigham Young U.

This paper examines the relationship between the autonomous specialization decisions of service professionals and the tacit human capital they develop. As individuals specialize in production in response to market and organizational factors, they develop task-specific human capital which induces them to continue to specialize. Task specificity of human capital benefits the firm due to its higher productivity, even after negative shocks to the market. Individual specialization in response to market forces also leads to human capital overlap, or shared expertise among co-workers, which may have positive and negative impacts on the firm. Using a novel approach that draws on longitudinal data from the Utah real estate industry, we examine these forces empirically and find that task-specific human capital does benefit firms, even after widespread negative market shocks. Overlap also benefits firms, though it is a substitute for task specificity rather than a complement.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

RM

RM Division Business Meeting (session 1238)

Asynchronous

MEETING

ASYNCHRONOUS

CMS

SIM

OMT

Philosophies of Organizational Research (session 350)

Much of organizational research often relies on a variety of philosophical assumptions that are rarely articulated. In this session, we attempt to bring these issues to the forefront of the discussion on research methodology. The presenters will attempt to enrich and challenge contemporary organizational theory, and illuminate the philosophical underpinnings of organizational research in general, and their own research in particular. In this workshop, we will hew close to the theme of the 2020 meeting, but do so critically. In capitalist society, firms are the hegemonic means of producing, appropriating, and distributing social labor. We will examine the way in which philosophical introspection can help organizations become more egalitarian, and broader in insight. We will also pay special attention to the manner in which the philosophical approaches under discussion inform and are informed by praxis. The session is conceptualized as being highly interactive and will involve substantial audience participation, rather than a symposium format.

Real-time Open

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PDW (WORKSHOP)

LIVE - OPEN

GDO

GDO Celebration of Excellence (session 351)

Real-time Presenter

MEETING

LIVE - PRESENTER

MED

MED/SAGE Monday Evening Member Social (session 1241)

All are welcome! Come along and share your stories of management education and research over food and drink, as you meet old friends and make new ones.

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

OB

OMT

STR

Unsung Papers: Ideas That Got Away and Reflections from Their Authors (session 353)

For many scholars, their most successful papers according to standard metrics (e.g. citation count, prestige of the publication outlet) are not always one and the same with the papers they felt were their best. In this PDW (which is continuing in its second year), we offer participants the opportunity to hear from renowned scholars as they revisit what they feel is their most under-appreciated piece of work from their career thus far. Presenting scholars will share the main idea of the paper they chose, why they felt it was an important contribution, and why they suspect it didn't receive the accolades or generate the buzz that they expected. They will further expound on how others might learn from their experiences with "ideas that got away." What lessons, if any, can be gleaned about scholarship and recognition? Is there a way to ensure that good ideas do not fall through the cracks? To what extent are ideas in our field subject to the "slings and arrows of outrageous fortune"? Is recognition arbitrary, or is credit usually given where credit is due? Are there steps that authors or the field at large could take to make sure that good ideas are not overlooked? Participants are invited to explore these questions with a prolific and diverse group of scholars who have experience with this topic.

Real-time Presenter

LIVE - PRESENTER

RESEARCH

THEME

PDW (WORKSHOP)

SIM

Capitalism and Deliberative Democracy (session 355)

[A Common Good Perspective on Deliberative Democracy in Business: Learning from Aristotle's Ethics](#)

Author: **Sandrine Frémeaux**; Audencia Business School

Author: **Christian Voegtlin**; Audencia Business School

Deliberative democracy has faced criticism with regard to its possible application to business, on the basis that deliberation can be misused in order to disseminate an ideology, to divert attention from genuine debates or to strengthen the power of certain people. We suggest that Aristotle's ethics of deliberation can mitigate these ethical risks, and can serve as the basis for a new perspective on deliberative democracy in business. A comprehensive common good perspective based on Aristotelian deliberation reveals the relevance of (i) both, individual and collective deliberation, promoting a virtuous, meaningful and authentic reflection that escapes ideological conditioning, (ii) deliberation on both, the ends and the means that facilitates a transcendental and rooted reflection, and (iii) deliberation that is both, open to a plurality of profiles and open to a plurality of ways of pursuing the common good and thus prevents instrumentalization of power by the strongest. We contribute to the emergence of a dynamic perspective on deliberation by identifying the different steps in the deliberative process and discuss how this can contribute to business sustainability and responsibility.

[view paper \(if available\)](#)

[The Good Fight: Constructive Conflict by Design](#)

Designated as a "Best Paper" for SIM

Author: **Cheryl Gladu**; JMSB, Concordia U.

Author: **Raymond L. Paquin**; Concordia U.

Author: **Rajshree Prakash**; John Molson School of Business, Concordia U.

Deliberative democracy has received growing attention in business ethics as well as in management and organization studies. We consider dialogue a central feature of democratic deliberation and examine the literature to better understand under what contexts dialogue is more likely to emerge, with the intent of understanding how it may be induced to facilitate effective deliberative processes. The nature of participants' engagement with one another is proposed as a moderator, with relational engagement as a predictor of the emergence of dialogue. For this view, we explore how participants in intentionally relational organizations, namely collaborative housing organizations, engage in dialogue as a key facet of managing and resolving conflict in pursuit of seeking consent or consensus. Our findings suggest that when relational engagement is controlled for, other mechanisms and processes contribute to the creation of a context that favors dialogue, namely self-selection, agonism, communication training, facilitation and a separate space for managing tensions. It appears that the commitment of working within consent/consensus seeking processes in the context of collaborative housing organizations has the ability to direct members towards creative deliberative processes that induce productive dialogue as tensions arise, and that this pursuit does not exclude agonistic outcomes and experiences.

[view paper \(if available\)](#)

Broadening our Sight to Rethink Capitalism: A Multi-level Stakeholder Approach

Author: Flore Bridoux; Erasmus U.

Author: Jan-Willem Stoelhorst; U. of Amsterdam

Market capitalism and the traditional narrative backing it up – namely, that market competition benefits individual freedom and collective welfare – are under attack. At a time where Western societies could either reject or transform capitalism, an alternative, stakeholder narrative of capitalism is taking shape that accepts individual freedom and collective welfare as societal objectives, but sees cooperation as the main engine of welfare, rather than competition. To ground this stakeholder narrative, we propose a multi-level theory starting from the fact that organizations must solve the collective action problems plaguing team production to contribute to welfare. Based on Ostrom’s work on collective action, we argue, first, that the rules-in-use governing team production are central to explain how much welfare an economic system creates. Second, we argue that the traditional narrative, as a higher-order institution, impedes collectives to develop rules-in-use according to Ostrom’s design principles, which are governance principles collectives should adopt to sustain cooperation. Our theoretical analysis shows, on the one hand, how the traditional narrative harms both welfare and individual freedom, and, on the other hand, allows us to derive propositions that, together, offer an alternative, stakeholder narrative of how market capitalism can achieve these goals.

[view paper \(if available\)](#)

Decolonizing Deliberative Democracy: Perspectives from Below

Author: Bobby Banerjee; City, U. of London

In this paper I provide a decolonial critique of received knowledge about deliberative democracy. The question of colonial difference has generally been overlooked in theories of democracy. These omissions challenge several key assumptions of deliberative democracy. I argue that deliberative democracy does not travel well outside Western sites and its key assumptions begin to unravel in resource extraction zones in the ‘developing’ regions of the world. The rationale for a decolonial critique of deliberative democracy is the violent conflicts over resource extraction between Indigenous communities, states and multinational corporations that are ongoing in the former colonies of Africa, Asia and Latin America. I argue that deliberative processes cannot take into account the needs of marginalized stakeholders who are defending their lands and livelihoods. Power asymmetries between key actors in the political economy can diminish the welfare of communities impacted by extraction. The paper contributes to the literature by (1) offering a critique of hegemonic models of democracy that cannot address issues of inequality and colonial difference and (2) offering possibilities to imagine counterhegemonic alternatives for a democratization of democracy from below.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

RESEARCH

MOCK LIVE

19:15 EDT - 21:00 EDT

Monday, 10 August

OCIS

OCIS Social Reception (session 1244)

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

19:30 EDT - 21:30 EDT

Monday, 10 August

MH

Management History Division Social Reception (session 1246)

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

RM

RM Division Reception (session 1248)

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

19:30 EDT - 21:00 EDT

Monday, 10 August

STR

STR Division Social (session 1249)

Asynchronous

SOCIAL EVENT

ASYNCHRONOUS

OB

OB: The Dark Side (session 356)**From Deviance to Cover-Up: The Roles of Confessional Silence and Punitive Policies**

OB Division Most Innovative Student Paper Award, sponsored by Sage Publications.

Designated as a "Best Paper" for OB

Author: **Salvatore Affinito**; U. of North Carolina, Chapel Hill

Author: **Michael Christian**; U. of North Carolina, Chapel Hill

Author: **Elad Netanel Sherf**; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

Author: **Jonathan Edward Keeney**; U. of Notre Dame

Author: **Jun Yang**; U. of North Carolina, Greensboro

Author: **David A Hofmann**; U. of North Carolina, Chapel Hill

Author: **Yu Yu**; School of Economics and Management Tsinghua U.

Author: **Kurt Gray**; U. of North Carolina, Chapel Hill

Cover-ups, attempts to hide evidence of one's own deviant behavior, are often worse than their precipitating acts of deviance. Deviance is the starting point for a chain of events that can lead to cover-ups, and existing research has accordingly focused on ways to reduce deviance. However, we argue that theoretical insight can be gained by moving beyond a focus on deviance reduction and towards a better understanding of the chain of events that occurs post-deviance. Specifically, we propose that deviance is associated with increased confessional silence, the withholding of information about one's own deviance from other organizational members, which in turn relates to cover-up behaviors. Further, we suggest that one deviance-reducing tactic commonly implemented by management—increasing organizational punitiveness—may actually increase cover-ups. The more punitive the organizational context, the stronger the association between deviance and confessional silence, and between confessional silence and cover-ups, respectively. We find support for the majority of our theorizing in a multi-wave field study of restaurant chain employees in China and a multi-wave study of working adults in the United States.

[view paper \(if available\)](#)

Battling Incivility: Increasing Willingness to Voice Through Amplification

OB Division Outstanding Practical Implications for Management Award, sponsored by Mercer Workforce Sciences Institute

Designated as a "Best Paper" for OB

Author: **Kristin Bain**; U. of Utah

Author: **Kathryn A. Coll**; U. of Utah

Author: **Elizabeth R. Tenney**; U. of Utah, David Eccles School of Business

Author: **Tamar Admati Kreps**; U. of Hawaii

Employees regularly face incivility, or disrespectful, low-intensity behaviors with ambiguous intent to harm (Andersson & Pearson, 1999), at work. Incivility has been linked to numerous negative outcomes for both organizations and individuals; one such outcome is employees' reduced willingness to voice new ideas or concerns. In the current set of studies, we investigate incivility's impact on willingness to voice and explore the effectiveness of amplification (public endorsement of another person's contribution in a group, with attribution to the original contributor) as an intervention. In two experiments (N = 2,188), we created an online chat group where participants brainstormed ideas with three peers (in reality, pre-programmed chat bots). We

manipulated the degree of incivility and amplification that the participants experienced in the group. Confirming our pre-registered hypotheses, results show that incivility decreases willingness to voice in future work interactions, but amplification restores it. Thus, we provide evidence that, even in groups plagued by incivility, a simple intervention could increase willingness to voice.

[view paper \(if available\)](#)

An Integrative Self-Control Framework for Unethical Behavior

Designated as a “Best Paper” for OB

Author: **Casher Belinda**; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

Author: **Michael Christian**; U. of North Carolina, Chapel Hill

Author: **Erin C. Long**; U. of Georgia

Author: **David Welsh**; Arizona State U.

Author: **Jerel Slaughter**; U. of Arizona

Advancements in theories of self-control have called into question several decades’ worth of management research (Kotabe & Hofmann, 2015; Lian, Yam, Ferris, & Brown, 2017). Central to these theories is the tenet that self-control is a process with multiple, interdependent points of potential failure. This puts organizational scholars in a difficult position, as most management research treats self-control as a single variable. We address this shortcoming by conceptualizing the multicomponent self-control process that culminates in unethical behavior. Our studies illustrate how an individual’s moral identity constitutes a higher-order goal that motivates them to utilize state mindfulness (a form of self-control capacity) to override the desire to cheat. Further, we illustrate how sleep—a naturally-occurring antecedent of state mindfulness—jump-starts the self-control process. In Study 1, we examine the mediating role of state mindfulness in the relationship between sleep quantity and cheating. In Study 2, we manipulate sleep quantity and introduce moral identity as a higher-order goal that directs state mindfulness—and thus self-control capacity—toward resisting the desire to cheat. Lastly, in Study 3, we manipulate state mindfulness and again demonstrate how moral identity operates as a higher-order goal that determines whether individuals utilize state mindfulness to restrain from cheating.

[view paper \(if available\)](#)

Newcomers’ Slippery Slope of Unethical Pro-Organizational Behavior: The Normalization Perspective

OB Division Best Paper Award

Designated as a “Best Paper” for OB

Author: **Zhaopeng Liu**; Antai College of Economics and Management, Shanghai Jiao Tong U.

Author: **Chao Chen**; Rutgers U.

Author: **Zhen Zhang**; Southern Methodist U.

Author: **Mo Chen**; U. of Science and Technology of China

Drawing on the normalization theory of organizational corruption and the social cognitive theory, we develop and test a psychological normalization model of the slippery slope of unethical pro-organizational behavior during newcomers’ socialization process. Specifically, we hypothesize that instrumental ethical climate in workgroups sets the initial level and affects subsequent escalation of newcomers’ unethical pro-organizational behavior through the serial mediation effects of organization-serving cognitions and moral disengagement. We further expect that these mediated relationships are enhanced by higher strength of instrumental ethical climate. Based on a four-wave longitudinal study of 151 newcomers during their first four months of employment, our results support most of the hypotheses. These findings shed important light on the pivotal

role played by socialization agents like veterans on the immoral acts of newcomers.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

20:00 EDT - 21:00 EDT

Monday, 10 August

STR

STR Social US (session 357)

Real-time Open

SOCIAL EVENT

LIVE - OPEN

21:00 EDT - 22:00 EDT

Monday, 10 August

AAM

AAM Executive Meeting (session 358)

Real-time Presenter

MEETING

LIVE - PRESENTER

MSR

MSR Plenary (session 359)

Details forthcoming

Details forthcoming

Real-time Presenter

PLENARY SESSION

LIVE - PRESENTER

PNP

PNP Best Paper Session 2 (session 360)

From Implementation to Confirmation of Gender-Responsive Budgeting: The Case of Austria

Designated as a "Best Paper" for PNP

Author: **Tobias Polzer**; U. of Sussex Business School

Author: **Johann Seiwald**; Parliamentary Budget Office, Federal Parliament of Austria

The paper proposes a framework for studying the adoption of gender-responsive budgeting (GRB), drawing on Rogers' model on the diffusion of innovations. We analyse the adoption of the Austrian GRB through document analysis of regulatory gender impact assessments and audits since their first implementation in 2013. Results highlight the significant impact of the development context (such as the constitutional anchoring, the preparation plan and methodological guidelines) on the implementation results. Implementation stage and confirmation of GRB varies across government sectors. The study complements the extant literature on GRB – that often has a normative and practical focus – with a contextualized study of the outputs of a GRB approach. The analysis shows that 'implementation' and 'confirmation' are interdependent stages which are path-dependent, rather temporary in nature and multifaceted (as evidenced by different manifestations and traces across sectors, organizations and documents). In order to succeed, the commitment by administrative and political leadership, and civil society are regarded as crucial.

[view paper \(if available\)](#)

Psychological Contracting Making Obligations Explicit to Support a Transformative Change Partnership

Designated as a "Best Paper" for PNP

Author: **Nicola Jane Burgess**; Warwick Business School

Author: **John Richmond**; U. of Sheffield

Author: **Tina Kiefer**; Warwick Business School

The psychological contract comprises the implicit perceptions of mutual obligations that two parties hold towards each other. We examine the creation and maintenance of an explicit psychological contract designed to facilitate a new relationship between senior representatives of five hospitals and senior representatives of their regulator. This 'new deal' was created to implement new routines and practices with the aim of transforming the quality and efficiency of care delivery in the NHS. A co-created explicit psychological contract clarified the behavioural principles which were to guide the collaboration. We build on Rousseau et al.'s (2018) dynamic phase model of the psychological contract, and use a sensemaking and sensegiving lens to explore the processes related to creation and maintenance of the explicit psychological contract. We draw upon 53 hours of observation and 52 interviews, observed over a period of twenty-four months. Our data evidences how events can disrupt the established psychological contract and how subsequently, both parties attempt to use the disruption to reinstate the relationship. We propose that these disruptions occur because the explicit psychological contract has become implicit, thereby a disruption can serve to pull the psychological contract back into the consciousness, reinforcing the values originally agreed.

[view paper \(if available\)](#)

How Does Policy Alienation Develop? Exploring Street-Level Bureaucrats' Responses to Policy Context

Designated as a "Best Paper" for PNP

Author: **Danielle Tucker**; U. of Essex

Author: **Jane Hendy**; Brunel Business School

Policy alienation exists when public professionals feel they have little influence on policy implementation (powerlessness), or when they feel a policy is meaningless. Previous research has shown that policy alienation reduces behavioural policy support. Using a processual approach to understand context and agency in an eight-year study, we theorise how policy alienation develops. In the organizational negotiation of policy enactment, the organization can become powerful in determining how meanings and actions are interpreted. We argue that, over time, internal and external contextual shifts alter employees' perception of policy. Powerlessness develops when roles are redefined favouring an externally driven agenda. Meaninglessness develops when shared narrative devaluation leads to changes in internal organization relationships. Street level bureaucrats' responses to alienation play a crucial role in the iterative development of policy alienation.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

Tuesday, 11 August



CMS

Broadening our Sight Beyond Growth: Applying Degrowth for Organizing Business in the Anthropocene (session 361)

In the course of the last century, the growth imperative has come to dominate the priorities of scholars, policy-makers, and ordinary citizens. The assumption that economic growth is an absolute requirement of the global political economic system is so entrenched that it is rarely questioned by mainstream economists (Daly, 2013) and is perhaps even more taken for granted in the field of organizational and management studies. This is a dangerous narrowing of our collective field of vision and makes thinking in economic alternatives for organizations and organizing next to impossible. At the same time, this narrow, growth-centered vision of how economies work and how business operates has become increasingly unsustainable. Rampant climate change and approaching planetary boundaries (Rockström et al. 2009) are signifiers of what is termed the "anthropocene", our current geological era in which the impact of humanity on its social ecological system dominates over natural forces with potentially destructive consequences (Reichel & Perey 2018). This PDW is continuing the conversation at the AOM conferences on alternatives to growth and overcoming the shortsightedness of the managerial disciplines. By applying the concept of degrowth (Latouche 2004, 2009) we seek to focus this year especially on how to organize new collectives of transformative practice through connecting business with civil society and local governance institutions (Shrivastava & Kennelly 2013). Emphasis will be laid on collaborative visioning and strategizing beyond a singular economic logic while taking into account various belief systems and their local embeddedness into social and ecological contexts.

Although this PDW does not require any registration, we encourage you to visit <https://degrowthaom.wordpress.com/> for background information and updates on the themes of our workshop.

Real-time Open

LIVE - OPEN

THEME

PRACTICE

RESEARCH

PDW (WORKSHOP)

SAP

SAP "Meet the Award Winners" (session 363)

Join us to celebrate the outstanding work of SAP scholars around the world. In this session, the SAP award winners will present their work and be available for questions.

What Does it Take to be Open? Sustaining Openness Through Closure in Open Organizing Initiatives

SAP Best Paper Award

Designated as a "Best Paper" for SAP

Author: **Damla Diriker**; Vrije U. Amsterdam

Author: **Amanda Porter**; Vrije U. Amsterdam

Author: **Philipp Tuertscher**; Vrije U. Amsterdam

A growing number of organizations pledge to ideals of openness in their organizing processes. However, such attempts to increase openness through greater inclusion and transparency often fail in practice. Using the constitutive view of openness, we seek to unravel how the interaction between modes of openness and closure shapes open organizing as it unfolds over time. Analyzing an award-winning open organizing initiative, we show how four types of legitimate closures are used to increase and sustain openness across time. Against these observations, we propose a process model of punctuated openness, in which open organizing is characterized by a combination of both open and closed modes that generate and sustain desired levels of inclusion and transparency over time.

[view paper \(if available\)](#)

Temporal Tensions in Human Space Flight: NASA's Practices for Managing Long-term Strategic Change

SAP Best Student Paper Award

Author: **Christina Angelika Wawarta**; Warwick Business School

Author: **Loizos Th. Heracleous**; U. of Warwick

Author: **Sotirios Paroutis**; Warwick Business School

Frequent strategic change in industries with long research and development as well as implementation timelines can negatively impact organizational performance, since products may never reach their maturity phase and enter the market. Through an in-depth case study of NASA's long-term human exploration activities, which frequently face uncertainty and strategic change, we reveal how the Johnson Space Center built a new capability for managing temporal tensions over a 60 year timeframe. Building on this, we develop a process model that shows how temporal practices in settings of long-term strategic change initiatives are subject to temporal and strategic fit assessments that determine whether the outcomes of these initiatives are facilitated or inhibited. Implications for the literature on strategic management and time are discussed.

[view paper \(if available\)](#)

Mindful Ambidexterity: An Ethnographic Study of How Managers Navigate Exploitation and Exploration

SAP Best Practice-Oriented Paper Award

Designated as a "Best Paper" for SAP

Author: **Kate Booth**; Macquarie U.

Author: **Layla Jayne Branicki**; Macquarie U.

Author: **Richard John Badham**; Macquarie U.

Ambidextrous organizations outperform other firms by successfully navigating the contradictory demands of exploitation and exploration. Yet, how ambidexterity is achieved in practice remains unclear, with research to date emphasizing the pursuit of ambidexterity via structural specialization, temporal switching and outsourcing/external partnering. In contrast, less research has examined how organizational ambidexterity unfolds in practice and the daily managerial challenge of reconciling exploration and exploitation. Separately, recent theorizing suggests a link between collective mindfulness and organizational strategy. Building on this research, we critically evaluate the possible contributions of collective mindfulness for both theorizing and achieving ambidexterity in practice. We draw on a longitudinal ethnographic study of a service firm's pursuit of an ambidextrous strategy to explore how collective mindfulness contributes to ambidexterity. We ask: How do the social processes of collective mindfulness help managers to anticipate and contain the challenges and tensions inherent in pursuit of organizational ambidexterity? In so doing, we extend understanding of the role played by the social processes of collective mindfulness in ameliorating the contradictions and social tensions experienced by firms in the pursuit of ambidexterity. We inductively theorize relationships between collective mindfulness and ambidexterity, highlighting previously untheorized connections, and propose "mindful ambidexterity" as a new qualitative construct.

[view paper \(if available\)](#)

Sustenance Through Liberation: Vinyl Record Manufacturing After Disruption and Before the Hype

SAP Pushing the Boundary Award

Author: **Rene Wiedner**; Warwick Business School

A technology may generate value after it has been disrupted. Yet, we lack knowledge concerning how a disrupted technology can be sustained when a lucrative consumer market or other financial incentives are absent. Based on a qualitative study of developments concerning vinyl record manufacturing following the successful commercialization of the digital compact disc, I develop a liberation-based model of technology sustenance that highlights how a manufacturing process can become attractive and accessible to a growing number of amateurs. This model, which is informed by a practice-theoretical understanding of technology, comprises the liberation of the technology's use from established meanings, as well as the liberation of specialized materials and competences from the control of a small and declining number of operators and use in specific environments. My analysis suggests that these forms of liberation require amateurs to gain appraisal respect, exploit opportune moments and engage in technological innovation. These findings contribute to an understanding of technology trajectories that, in contrast to the strategy literature, is not directly dependent on end-consumer demand or other financial incentives. They also increase our awareness of the potential role of amateurs in shaping technology trajectories and have implications for the custodianship of practices more generally.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

TIM

Open Innovation: TIM Conversations - Consumer and User Innovation (session 366)

Co-Creating Demand: Affective and Cognitive Dynamics in the Consumer Co-Innovation Process

Author: **Gerda Gemser**; Faculty of Business and Economics, U. of Melbourne

Author: **Giulia Calabretta**; Delft U. of Technology

Author: **Ingo Karpen**; RMIT U.

Consumer co-innovation is evolving into an important avenue for organisations to leverage external knowledge. However, knowledge on the effective management of consumer co-innovation is lacking. This is problematic since innovating with consumers may be challenging due to varying levels of commitment, skills, and motivations, which have cognitive and affective foundations. In innovation literature, however, the cognitive, rational underpinnings of innovation behaviour are foregrounded, relative to affect, which limits explanatory capacity for effective co-innovation with consumers. Drawing on 83 in-depth interviews with designers, managers, and consumers involved in co-innovation, in situ observations, archival data, and focus group discussions, we introduce an integrative process model of consumer co-innovation. We identify eight constituent and recursive co-innovation activities, which aggregate into three phases of the co-innovation process: co-creating context, content, and convergence. We furthermore unpack affective and cognitive dynamics that concurrently condition the effectiveness across the consumer co-innovation process. Our integrative process model offers important insights into the complementary yet understudied role of cognition and affect, while providing concrete pathways for organisations seeking to renew their innovation process with a focus on leveraging the organisation's external consumer resource base.

[view paper \(if available\)](#)

The Stage is Yours – How to Involve Customers in Multiple NPD Stages

Author: **Caroline Kettner**; TU Dortmund U.

Author: **Oliver Burger**; TU Dortmund U.

Author: **Tessa Christina Flatten**; TU Dortmund U.

At the interface of innovation and marketing literature, scholars discuss the effects of customer involvement on new product performance. Influencing factors seem to be the stages of firms' new product development (NPD) processes. However, to date, the effectiveness of customer involvement in NPD stages is unclear, since research disagrees on the NPD stage in which customer involvement enhances new product performance most. Given the fragmented and inconclusive research findings, this study aims to shed more light on the ongoing debate. It introduces a new perspective on how customer involvement drives new product performance by integrating a multi-stage perspective with different customer involvement forms. Based on the customer involvement framework developed by Cui and Wu (2016; 2017), we examine the influence of two different customer involvement forms along the NPD process stages on new product market performance. Thereby, we utilize cross-sector survey data from 272 NPD managers and hierarchical regression analysis to unravel that the success pattern for customer involvement along multiple NPD stages differs for both investigated forms. Thus, this study highlights the importance of the stage-related perspective and the need to distinguish between different customer involvement forms.

[view paper \(if available\)](#)

Experimental Evidence on Adoption Bias and Legitimacy Strategies for Pure User Innovations

Designated as a "Best Paper" for TIM

Author: **Daniel Ehls**; Helmut Schmidt U.

Author: **André Schorn**; Hamburg U. of Technology

Author: **Cornelius Herstatt**; Hamburg U. of Technology

Recent research in open and user innovation has shown that users, as well as households, significantly contribute to improving existing products and may even innovate completely new solutions which better correspond to their unfulfilled needs. But many, if not most of these, remain unknown to the public and research on household sector innovation shows that these inventions often fall short when it comes to their diffusion to potential customers. With this study we aim to contribute to a better understanding of the reasons for this lack of diffusion beyond known aspects. To do so, we particularly address and analyze the effect of the perceived product origin on consumer adoption decisions. Based on two randomized experiments within the household sector, building on legitimacy theory, our study reveals significant differences in the acceptance for identical products, dependent on whether they are introduced as pure user innovations or products from an established firm. We can show that pure user innovations cause adoption bias and, therefore, represent a barrier for diffusion in the general population. However, when user innovators employ certain practices, their innovations are significantly more likely to be adopted and are even on par with incumbent products. Thus, user innovators can apply certain legitimacy strategies to overcome this adoption bias. We test variations in these best practices and show how user innovators can stimulate adoption of their solutions. Our findings contribute novel and relevant implications for the diffusion of household innovations, co-creation and user entrepreneurship, and provide avenues for future research.

[view paper \(if available\)](#)

Patients and Informal Caregivers as Healthcare User Innovators

Author: **Pedro Oliveira**; Copenhagen Business School

Author: **Leid Zejnilovic**; NOVA School of Business and Economics

Author: **Helena Canhao**; NOVA Medical School

Patients, as well as their informal caregivers, often develop new innovative solutions to help them cope with their health disorders. This activity might increase and improve the availability and diversity of health solutions, decrease costs in healthcare, and improve individual well-being and social welfare. Despite its growing importance, little is known about the factors contributing to the process. Also, peer adoption of the solutions developed by patients or caregivers has not been studied. Given easy access to vast internet resources and peers globally, it is increasingly important to understand what may influence user innovation and its adoption in health, for improving individual well-being and ensuring their safety. In particular, how interactions with peers, with physicians, or search behavior, along with socio-demographics, may influence the decision to develop a solution or adopt one developed by a peer. In this paper we investigate the development of user innovations in healthcare (by patients and their caregivers), as well as the adoption by other patients, and identify individual-level factors associated with these processes. A large, random, and representative sample of adult residents in Portugal of over 6200 respondents was collected via computer-assisted phone survey. 1.3% of the respondents reported having developed a solution for own use and 3.3% reported to have adopted a solution developed by another patients. Three groups (Developers, Adopters, Remaining population) has distinctive characteristics. Gender plays an important role in the solution development, as women are less likely to develop one. Education is positively associated with the development activity, but also with the intentions to adopt a peer-developed

solution. Search for health-related information is positively associated with the development, adoption, and the intentions to adopt a solution. Interactions with peers over the internet and rare, but in-person interactions are frequent and have positive association with the dependent variables in all three groups. The results also suggest that the trust in doctors represents an important dimension that shapes the attitudes of the population towards peer-developed solutions. The study has important implications for the practice and theory.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

RESEARCH

LIVE - OPEN

07:30 EDT - 08:30 EDT

Tuesday, 11 August

STR

STR Social Asia (session 365)

Real-time Open

SOCIAL EVENT

LIVE - OPEN

HCM

Appropriation, Translation, and Implementation: From Evidence to Practice (session 1265)

Appropriating Management Tools in Health Care as Legitimate Sociomaterial Work

Author: **Élizabeth Côté-Boileau**; U. of Sherbrooke
 Author: **Linda Rouleau**; HEC Montreal
 Author: **Jean-louis Denis**; U. of Montreal
 Author: **Mylaine Breton**; U. of Sherbrooke

In recent years, a longstanding research agenda has developed around the appropriation of management tools to tackle the journey and impact of tools in contemporary healthcare organizations. Management tools are defined as sets of technologies, processes and technical or synthetic systems that are used to guide collective action. Drawing on an extensive literature review, we found that prior and existing work on the appropriation of management tools has traditionally focussed on three theoretical perspectives: rational, psycho-cognitive and socio-politic. While this body of research offers valuable insights by exploring diverse aspects (rational, psycho- cognitive, socio-politic) of appropriation, it neither theorize how these aspects fit together, nor goes beyond these specificities to provide a comprehensive theoretical definition of appropriation. Moreover, these perspectives do not seriously take into account the material (non-human) agency of management tools, the institutional contexts in which they are implemented and the purposeful efforts provided by managers and others in the process of their appropriation. Yet these aspects are far more important when these management tools are enacted in healthcare organizations. In this paper, we argue that there is a need to overcome the traditional perspectives on appropriation of management tools with a comprehensive and appropriate theoretical definition of this concept adapted to the empirical realities of healthcare organizations. Building on insights gained from prior work and calls for further research, we explore the potential contribution of three frameworks for addressing the theoretical gaps mentioned above: sociomateriality, institutional theory and work

HCM

Leadership, Staffing, and Health Care Performance (session 1266)

Coping with Hybrid Managers' Attributes Throughout Physicians Performance Management

Author: **Beata Buchelt**; Cracow U. of Economics

Although physicians are strategic employees in hospitals, there is still a visible lack of investigative research towards the issue of their management. This paper aims to explore the physicians' performance management (PM) practices from the perspective of hybrid managers. Due to the nature of the area of research, a multiple case study approach was adopted. The results of the study reveal that professional attributes of medical doctors who perform managerial roles are exposed within the PM practices they execute. This phenomenon should not only be encountered by managers responsible for hospitals, but investigated more comprehensively in regards to other managerial practices.

[view paper \(if available\)](#)

Uncover the Black Box of Nurse Slack-Performance Relationship

Author: **Xiaosong Peng**; U. of Houston
 Author: **Yuan Ye**; California State U. Sacramento

This research explores the fine-grained relationships between nurse slack and hospital operating performance with respect to care quality and operating costs. We also investigate the effect of competition in local hospital markets on these relationships. Our analyses lead to several important findings: First, nurse slack initially is associated with improved care quality (measured by 30-day readmission rates) until it reaches a turning point, beyond which nurse slack is associated with worse care quality, exhibiting a U-shaped relationship. Second, a similar pattern applies to the relationship between nurse slack and operating costs, although the turning point is at a much lower nurse slack level. Third, market competition

studies in organization theory. We hypothesize that the aggregation of these theoretical lenses will help to conceive the appropriation of management tools in health care as “legitimate socio-material work”. This paper offers theoretical and practical insights in support of a new organizational scholarship to rethink the empirical and emerging problem of unanticipated effects of management tools in healthcare organizations.

[view paper \(if available\)](#)

Using Organizational Theory to Explain ‘How’ EBP Implementation Occurs in HCOs (WITHDRAWN)

Author: **Pavani Rangachari**; Augusta U.

Despite increasing use of theory in the field of implementation science over the past decade, the literature has largely focused on using deterministic frameworks to retrospectively understand ‘what’ factors are essential for effective implementation of evidence-based practices (EBPs). On the other hand, gaps remain in using organizational theory to prospectively understand ‘how’ successful EBP implementation occurs in healthcare organizations (HCOs). This paper discusses the theoretical and empirical contributions of two selected recent exploratory research works, which provide a starting point for addressing the identified gaps in the literature, with the purpose of deriving implications for theory, practice, and research in implementation science. The selected works used the theory of ‘effective knowledge sharing network structures in professional complex systems (PCS),’ developed through an integration of organizational theories, to design prospective interventions for enabling EBP implementation in HCOs. In doing so, these studies have helped explain ‘how’ inter-professional knowledge exchange and collective learning occurred, to enable successful EBP implementation in HCOs. Correspondingly, the selected works have served a dual purpose in 1) identifying evidence-based management practice strategies for successful EBP implementation, while 2) further developing the theoretical literature on ‘effective knowledge sharing networks in PCS.’ Importantly, by addressing the identified gaps in the literature, the selected works serve to either complement or supplement existing theoretical approaches in implementation science. To this effect, they provide

moderates the relationship between nurse slack and care quality so that the turning point of nurse slack will be higher when the degree of competition is higher. This shift of turning point is also observed in the relationship between nurse slack and operating costs. Collectively, the study findings point to three ranges of nurse slack in which hospitals will likely experience simultaneous improvements, a tradeoff, or simultaneous decline of care quality and operating cost when investing in more nurse capacity.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

unique insights for theory, practice, and research in implementation science, including insights into a potential 'dual-role' for the future implementation researcher—one of advancing implementation science, while working to strengthen implementation practice. Based on these contributions, it could be argued that the selected works provide a starting point for a new research stream that has potential to occupy a distinct position in the taxonomy of theoretical approaches used in implementation science.

[view paper \(if available\)](#)

Beyond Barriers: Organizational Implementation Processes Shaping Technology Innovation Outcomes in H

Author: **Yiannis Kyratsis**; Vrije U. Amsterdam

Author: **Harry Scarbrough**; City U. London

Author: **Raheelah Ahmad**; Imperial College London

Author: **Alexandra Ziemann**; City, U. of London

Healthcare systems and organizations have been slow to adopt and implement many effective clinical, administrative and technological interventions. Understanding the factors that determine successful implementation in healthcare organizations is essential to accelerating the translation of effective interventions into practice. We report on a field study investigating 34 technology implementation journeys in infection prevention and control across 12 NHS Trusts. All hospitals studied operated in the same policy and institutional environment of the National Health Service in England, had comparable reputation and patient outcomes in infection management, and were provided with similar funding by the Department of Health with free reign to select and implement technologies to help them tackle healthcare associated infections. Yet they exhibited striking differences and considerable variance in implementation success. Even within the same Trust there was success in some cases and failure in others. The same technology failed to be implemented in some cases, yet implementors succeeded in others. The implementation of relatively simple technologies failed, while significantly more complex technologies were successfully put into use. Analysis of qualitative data suggests a number of situated factors at individual, organizational and collective levels that shaped

implementation processes and differentiated between successful and unsuccessful outcomes. Applying Qualitative Comparative Analysis, we singled out among other factors that a more organic and bottom up approach was linked to significantly higher levels of success. User feedback, involvement in technology selection, participation in trials and customization was linked with semiotic, political and technical implementation advantages that determined successful outcomes.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

MOC

OMT

Organizational Identity Comparison, Organizational Identification, and Organizational Commitment (session 1281)

The present symposium brings together multiple approaches on organizational identity comparisons and important individual-level outcomes, such as organizational identification and a wider range of phenomena. From the presentation of four different contexts, methodologies, and approaches, this symposium promises to highlight opportunities and limitations of using organizational identity comparisons in identity research. In a final discussion, David Whetten will share his thoughts, reactions, insights, and concerns, along with suggestions for moving forward, both methodologically and theoretically.

Mind the Gap: Organizational Identity Comparisons at PHARMACO

Philipp Bubbenzer; HES-SO / ETH Zurich

Multiple Identities, Identity Cognitions, and Member Identification

Mathew Laurence Sheep; Florida Gulf Coast U.
Peter Foreman; Illinois State U.

MOC

OB

The Costs and Benefits of Making Moral Claims in Organizations (session 1279)

Past research has established that moral hypocrisy is damaging for individuals, leaders, and organizations (Effron, O'Connor, Leroy, & Lucas, 2018; Jordan, Sommers, Bloom, & Rand, 2017). However, moral consistency is not achievable in every circumstance; therefore, some level of hypocrisy is often inevitable. Since moral communication can still have many favorable consequences (Zlatev & Olivola), more work is needed to understand how individuals and institutions can communicate moral norms without incurring the penalties of perceived hypocrisy. This symposium features four papers that present novel insights on the costs and benefits of making moral claims in interpersonal, organizational, and political settings. We refine the current understanding of moral hypocrisy by identifying additional costs of renegeing on moral views (i.e. Kreps & Chambers), documenting the intergenerational consequences of organizational inconsistencies (Lucas, O'Connor, Effron, & Berry), and highlighting some unexpected benefits to endorsing moral values that one fails to uphold (Huppert, Herzog, Landy, & Levine). Taken together, these four papers offer a more nuanced view of both the downsides (Kreps & Chambers; Lucas et al.) and upsides (Huppert et al.; Zlatev and Olivola) of taking firm stances on moral issues, even

The Relative Strength of Dominant and Peripheral Organizational Identities

Cleo Silvestri; Imperial College London

Markus Perkmann; Imperial College London

Identity Comparison and Member Commitment to Agricultural Cooperatives

Randall E. Westgren; U. of Missouri

Jason Scott Entsminger; U. of Missouri

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

when such a stance is inconsistent with behavior.

Don't Moralize Unless You Mean It: When Taking a Moral Stance Can Cost Managers

Tamar Admati Kreps; U. of Hawaii

Michelle Katherine Chambers; U. of Utah, David Eccles School of Business

Intergenerational Hypocrisy: When an Organization's Past Erodes its Legitimacy to Act

Brian J. Lucas; Cornell U.

Kieran O'Connor; U. of Virginia

Daniel A. Effron; London Business School

Zachariah Berry; Cornell U.

Preferences for Moral Absolutism Outweigh the Penalties of Hypocrisy

Elizabeth Huppert; U. Of Chicago

Nicholas Herzog; U. of Chicago Booth School of business

Justin Landy; Nova Southeastern U.

Emma Levine; U. Of Chicago

Signaling Morality Across the Political Divide

Julian Jake Zlatev; Harvard Business School

Christopher Olivola; Carnegie Mellon U.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

MOC

OB

What It Is to Be Human at Work: Philosophical and Empirical Exploration of Workplace Humanization (session 1280)

It is ironic that people feel more and more lonely, anxious, and depressed when we have so many gadgets and ways to help us connect with others. We imagine that the psychological and existential suffering and pain that many suffer today arises from the dehumanizing conditions of their work lives. Therefore, the purpose of this symposium is to focus scholarly attention on the question of how to re-humanize the way we think about ourselves and, importantly, how to re-humanize modern

CAR

Internal and External Career Mobility (session 1251)

Skillsets, Coordinative Capabilities, and Employment Outcomes in the U.S. Civil Service

Author: **Joshua Robert Bruce**; U. of Illinois at Urbana-Champaign

What makes a person's skillset valuable? Many scholars have focused on a generalist-versus-specialist theoretical framework. Rather than focusing on skill breadth, this paper theorizes that skill-based linkages between employees are a core mechanism in human-capital driven career outcomes. Specifically, as an employee becomes

workplaces. This symposium will bring together scholars to present their work that provides invaluable insights on what it is to be human and how to recover the lost humanness in the organizational context. This symposium will also include an interactive session designed to uncover important new research questions that we hope will stimulate further interest in workplace humanization within the study of management.

Understanding the Human

Lloyd Sandelands; U. of Michigan, Ann Arbor

Getting to Know You as You: Humanizing Workplace Relationships Through Communal Literary Engagement

Eun Bit Hwang; U. of Michigan

Embracing Being Human: The Role of the Arts

Sargam Garg; California State U. Sacramento

Losing Yourself, Losing Your Humanity: Relationship Between Inauthenticity and Self-Dehumanization

Kyle Dobson; Northwestern Kellogg School of Management

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

more connected to the knowledge held by their coworkers, this focal employee is hypothesized to experience higher levels of downstream pay. Counteracting this connectivity benefit is a redundancy cost; as the focal employee's coworkers share more knowledge between themselves, the focal employee is less necessary to coordinative success. The theory is tested using an administrative dataset covering over 28,000 civil servants in the U.S. government from 1979-2014. Results confirm the hypotheses, and marginal effects estimation is used to investigate when greater skillset connectivity most benefits civil servants throughout their careers. Limitations, generalizability, and future research directions are discussed.

view paper (if available)

Downward Occupational Mobility and Subjective Well-Being: When Does it Hurt Less?

Author: Ying Zhou; U. of Surrey

Author: Min Zou; Henley Business School, U. of Reading

Author: Mark Williams; Queen Mary U. of London

Downward occupational mobility is a generally under-explored subject in career research despite its widespread occurrence. This study investigates the impact of downward occupational mobility on job satisfaction trajectory and the individual and contextual factors that moderate such impact. Drawing on a UK longitudinal sample of 10,000 individuals from 5,500 households followed over eighteen years, our analysis shows that downward occupational mobility has significant and enduring effects on job satisfaction following the transition. However, these detrimental effects are absent when individuals make downward career transitions after a spell of unemployment or when they live in regions with high unemployment rates. These results are likely to reflect the influence of self- and social comparisons, as individuals tend to evaluate their current jobs relative to their past career trajectory as well as other people's labour market experiences. This study highlights the relativity of individuals' well-being functions. It appears that no life event is simply 'good' or 'bad' for subjective well-being, as the meaning of the event is shaped by an individual's life course and social environment.

[view paper \(if available\)](#)

Do Global Careers Pay? Implications of International Moves Within and Between Firms

Author: **Matthew James Bidwell**; U. of Pennsylvania

Author: **Giovanna Capponi**; Copernicus Institute of Sustainable Development, Utrecht U.

Author: **Isabel Fernandez-Mateo**; London Business School

Author: **Martine Haas**; The Wharton School, U. of Pennsylvania

Many individuals move internationally during their careers, yet we know little about how these moves affect career outcomes. Prior research has suggested potential benefits and costs of international moves, but it has generally focused on single expatriate assignments rather than multiple moves, on psychological or short-term promotion outcomes rather than longer-term rewards, and on moves within rather than between firms. We overcome these limitations by utilizing a unique dataset on the careers of MBA graduates to examine the relationship between different international moves and economic compensation. Our findings reveal this relationship to be positive and driven by moves that occur within firms, later after MBA graduation, and to countries other than those of birth. We did not find any significant effects of international moves between firms or gender differences in the effects of these moves. We also find that the positive relationship between international moves within firms and current compensation is more consistent with a selection mechanism - i.e. stronger performers are more likely to move - than with a treatment mechanism through which movers gain experience or status that subsequently proves valuable to them. We discuss the implications of these findings for theory and practice.

[view paper \(if available\)](#)

My Manager Moved! Manager Mobility and Subordinates' Career Outcomes

Author: **Minseo Baek**; The Wharton School, U. of

Pennsylvania

Author: **Matthew James Bidwell**; U. of Pennsylvania

Author: **JR Keller**; Cornell U.

How do managers' moves across jobs affect the subordinates they leave behind? Manager mobility disrupts established manager-subordinate relationships, as subordinates must now learn to work with a replacement. We explore how this relational disruption affects subordinates' objective career success – specifically their financial rewards and subsequent promotion chances. We argue that manager mobility may have both positive and negative implications for subordinate outcomes. The absence of an established relationship may reduce subordinates' performance and managers' propensity to reward them; on the other hand, relational disruption may make subordinates more willing and able to seek out valuable opportunities elsewhere in the organization. We also argue that these effects are likely to be greatest for those subordinates who performed best under the previous manager. Using eight years of personnel data of employees working in the US offices of a Fortune 500 healthcare company, we show how managers' mobility leads to a decrease in subordinates' financial rewards, but an increase in promotion prospects. Contrary to our expectations, these outcomes are little affected by how subordinates performed under their prior manager, with those who were performing well seeing similar changes to those who were performing poorly.

[view paper \(if available\)](#)

Leaps of Faith: Cross-Industry Mobility, Industry Status, and Executive Compensation

Author: **Halil Ibrahim Sabanci**; IESE Business School

Author: **Marta M Elvira**; IESE Business School

This study examines how and why the compensation change for cross-industry moving executives differs from that of executives who change jobs within the same industry. To understand the relationship between cross-industry job movements and compensation, we conceptualize the job-candidate fit as an interpretative process that is influenced by the social judgements of both supply (candidate) and

demand (recruiter) sides and which, in turn, affects compensation outcomes. Drawing on the categorization literature and conceptualizing industry as a categorical lens, we argue that mobility to a different industry leads to a reduction in the expected compensation premium due to the categorical confusion experienced by recruiters. We also hypothesize that the cross-industry penalization is moderated by industry status, such that the penalty is more severe if the executive moves from a low-status industry to a high-status one. Findings from the compensation evolution for executives in S&P 1500 firms support both the baseline and the moderation hypotheses. Besides the theoretical implications on the role of industry boundaries in executive job markets, the results also contribute what to date might be the first empirical indication that industry status impacts compensation outcomes of external job mobility by providing a non-pecuniary employment benefit that is exchanged for monetary rewards.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CAR

Organizational and Individual Career Management (session 1250)

Career Development in Organization's Hands: An Integrative Review about Organizational Career Management (WITHDRAWN)

Author: **Qinglin Zhao**; Renmin U. of China

Author: **Zijun Cai**; U. of Western Australia

Author: **Wen-xia Zhou**; -

Individuals' agency and responsibilities are emphasized in their career development, while organizational career management (OCM) is not dead and still plays an important role in career development. There is a continuous focus on OCM among scholars, however, these studies have not been thoroughly reviewed, leaving the generated findings and insights separated, unorganized, and messy. We aim to make an integrative review of the 77 articles on OCM spanning about 40 years (1978–

CAR

GDO

Understanding Work-Life Interface in the Global Context: A Cross-Culture Discussion (session 1252)

As workforce and family structures change, as well as the nature of jobs, work-life issues are of increasing importance to both scholars and society. Work-life issues have been studied across countries, though the results have not always been consistent across countries. Thus, a better understanding of work-life issues, such as the sources and consequences of work-life balance/conflicts and an individual's coping strategies in the global context, is still needed. Additionally, the impact of globalization on organizations and individuals must be further scrutinized in order to garner a better understanding of the most effective work-life balance initiatives for decreasing the negative consequences of work-life interference on behaviors, attitudes, and well-being, and for

2019), covering its definitions, measurements, antecedents, outcomes, and moderators. First, we analyzed the 16 different definitions, provided a conceptual clarity of OCM and offer a new definition of OCM. Second, we briefly reviewed more than 20 kinds of OCM measurements and evaluate 5 widely used measures as the main reference, explain why so many different measurements exist and make a distinction between OCMP (measurement at the organizational level) and POCM (measurement at the individual level). Third, we sort the outcomes, antecedents, and boundaries into different categories, map the theoretical and nomological network of OCM try to explain why conflicting outcomes exist and what else should we do to enhancing the understanding of OCM. Finally, we give some future directions based on preliminary reviews.

[view paper \(if available\)](#)

Profiles of Weekly Career Self-Management and their Relation to Career Resources and Stressors

Author: **Francisco Wilhelm**; U. of Bern, Work and Organisational Psychology

Author: **Andreas Hirschi**; U. of Bern, Work and Organisational Psychology

Dynamic behavioral processes lie at the center of career self-management (CSM). In this study, we explore a novel approach towards understanding such processes by integrating a person-centered with a short-term longitudinal perspective. We suggest that previous research of CSM has not comprehensively examined how CSM may be characterized by combinations, or profiles, of co-occurring behaviors and how such profiles may differentially relate to career resources and stressors. Using multilevel latent profile analyses on 469 weekly responses of 95 employees, we find that weekly CSM behaviors (i.e., learning, networking, self-exploration and environmental exploration) form qualitatively and quantitatively distinct profiles, that these profiles dynamically change on a week-to-week level, and that membership in these profiles can be predicted by career resources and stressors (i.e., career self-management self-efficacy, job insecurity, and high-activation pleasant affect). We explore the theoretical and practical implications of our findings in the context of the dynamics of career

managing cross-national careers. This panel symposium intends to provide scholars with insights regarding work-life research in a global context. Discussions will focus on, but are not limited to, the influences of cultural value, government policies, and cross-national careers on the work-life interface.

Asynchronous

INTERNATIONAL

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

self-management.

[view paper \(if available\)](#)

Antecedents of Career Self-Management: Home-Country and International Careers in Kuwait (WITHDRAWN)

Author: **Ikhlas A H Abdalla**; Kuwait U.

Author: **Awad M. Alzufairi**; Kuwait U.

The purpose of this paper is to examine how leadership aspiration mediates the effect of career self-efficacy on employees' engagement in career self-management (CSM; i.e., deployment of career advancement strategies concerning access to power, psychological boundaryless and self-promotion), whether self-efficacy directly influences CSM, and whether these relations are conditional upon nationality (which is a proxy for domestic and international careers in Kuwait). A questionnaire was completed by 615 highly educated young Kuwaitis and self-initiated expatriates (SIEs; Arab and South Asian nationals) working in Kuwait. The results demonstrate that self-efficacy, directly and indirectly (mediated by leadership aspiration), influences the three types of career advancement strategies. Moderated-mediation analyses suggest that SIEs and Kuwaitis engage in similar CSM behaviors when it is motivated by self-efficacy, which is mediated by leadership aspiration. Also, self-efficacy has greater direct effect on SIEs' CSM than Kuwaitis', but Kuwaitis have higher tendency for CSM behavior. It is suggested that interventions aiming to improve employees' engagement in CSM may focus on enhancing their psychological capital and contexts, while minding the differential effects of nationality and self-efficacy on CSM of Kuwaitis and SIEs. The study provides unique information about CSM utilizing understudied populations namely, Middle-Eastern and self-initiated expatriate employees. It confirms the effects of self-efficacy and leadership aspiration on CSM and reveals different effects of nationality depending on the motivators at play.

[view paper \(if available\)](#)

How Career Exploration Affects Employment Outcomes: A Two-wave Study among Chinese Young Adults

Author: **Lu Xin**; Beijing U. of Chemical Technology
Author: **Sixue Zhang**; Beijing U. of Chemical Technology
Author: **Fangcheng Tang**; Beijing U. of Chemical Technology

The careers landscape has changed remarkably over the last few decades due to the fast-changing employment patterns. Employees nowadays play an increasingly active role in career development. Based on social cognitive career theory, this study examined whether career success criteria clarity and career decision-making self-efficacy mediate the relations of career exploration to employment outcomes (career satisfaction and person-job fit) and the moderation effect of family socioeconomic status in the relationship between career exploration and career success criteria clarity. Results based on a two-wave survey of 239 Chinese young adults showed that career exploration correlated positively with career success criteria clarity, career decision-making self-efficacy, career satisfaction, and person-job fit. In addition, career success criteria clarity and career decision-making self-efficacy were shown as key mediators for the relationship between career exploration and employment outcomes. Moreover, career success criteria clarity is more strongly related to career exploration when family socioeconomic status is lower. These findings advance the current understanding of social cognitive career theory and carry practical implications for both the career educators and consultants.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CM

The Implications of Power and Hierarchy (session 1253)

Threatened and Unreceptive: How Hierarchical Threat Affects Leaders' Incorporation of Others' Input

Author: **Ingvild Müller Seljeseth**; Kristiania U. College

GDO

Increasing Diversity in the C-Suite: Europe, U.S., the Caribbean, India, and Australia (session 1262)

Advocates for diversity and inclusion (D&I) have long had their eyes on corporate boards and the C-Suite. Increasing the diversity of senior leadership in major business corporations is a major step toward achieving the vision of equitable representation

Author: **Mehrad Moeini Jazani**; Groningen U. (RuG)

Author: **Miha Skerlavaj**; U. of Ljubljana, School of Economics and Business

Author: **Bob Fennis**; Groningen U. (RuG)

Author: **Luk Warlop**; KU Leuven & BI Norwegian Business School

Building on functional theories of leadership, we propose that a context of hierarchical threat influences leaders' incorporation of others' input. In one experiment and one multi-source, cross-lagged field study we investigate when and why hierarchical threat affects leaders' incorporation of others' input. First, we show that, relative to hierarchically non-threatened leaders, threatened leaders are less likely to incorporate inputs (experiment and field study). Second, we investigated the mechanisms for this relationship by using a dual-path model. In line with our prediction, we found that leaders' devaluation of followers' competence mediated the relationship between leaders' perception of a hierarchical threat and input incorporation (as perceived by the follower). Contrary to our prediction, our results did not support a mediating role of leaders' devaluation of followers' benevolence. Overall, this research shows the negative effects of hierarchical threat on leaders' willingness to incorporate others' input and the mechanism behind this relationship.

[view paper \(if available\)](#)

"To Thine Own Self be True!": Ascending the Organizational Hierarchy Through Authenticity

Author: **Nir Kaftan**; Tel Aviv U.

Author: **Daniel Heller**; Tel Aviv U.

Author: **Serena Chen**; U. of California, Berkeley

What makes people ascend the organizational hierarchy? Is being true to the inner-self an effective strategy to achieve and maintain power? Given the importance of organizational hierarchy in work-life, we test whether targets' authenticity—the degree to which individuals connect with and act upon their true selves—leads perceivers to accord targets more power. Because authenticity is considered a virtue reflecting the moral inner-self, we further posit that the effect of authenticity on power affordance is due to its perceived morality. Extending previous

among major decision-making groups in business and society. This symposium presents new research on the question of how to diversify major business organizations at the very highest levels. The five papers reflect perspectives from a dozen countries spanning the globe as well as both the developed and developing world. We leverage both quantitative and qualitative research methods to address a shared research question, specifically: how do we diversify the C-Suite in major corporations around the world?

Variations in National Discourses About Women's Career Development

Morten Huse; BI Norwegian Business School

Juliane Göke; U. of Witten/Herdecke

Hannah Möltner; FOM U. of Applied Sciences

Alessandra Rigolini; U. of Pisa

The Gender Equality Charge: The Inclusive CEO as a Feature of Leading Practice

Terrance William Fitzsimmons; U. of Queensland

Miriam Yates; U. of Illinois at Urbana-Champaign

Problem of the Dissimilar Few: An Exploratory Study of Women in C-Suite India

Vasanthi Srinivasan; Indian Institute of Management, Bangalore

Performative Contortions: How White Women and People of Color Navigate Elite Leadership Roles

Christy Glass; Utah State U.

Alison Cook; Utah State U.

Unearthing Gender Differences in Authentic Leadership Development Among Elite Leaders

Jennifer Sharon Jones-Morales; International Labour Organisation

Alison M. Konrad; Ivey Business School

Asynchronous

INTERNATIONAL

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

research on the antecedents of power affordance, we propose authenticity as a novel path to organizational power benefiting even those with limited resources. Across four preregistered experiments (total N=1,648), we reveal that authenticity enhances power affordance (Experiments 1-4) and can even trump initially low power levels (Experiment 2). We further demonstrate, using both measurement-of-mediation (Experiment 2) and moderation-of-process (Experiment 3) designs, that perceived morality accounts for the effect of authenticity on power affordance. Finally, we test our predictions in a vivid virtual team context involving personal stakes (Experiment 4), and show the generalizability of the authenticity-power affordance effect. Overall, these findings provide insight into how authenticity can be used as a strategic means to attain workplace power.

[view paper \(if available\)](#)

Equality for (Almost) All: Social Egalitarians Reject Sexism and Racism, but not Ageism

Author: **Ashley E. Martin**; Stanford Graduate School of Business

Author: **Michael North**; New York U.

Past research has assumed that social egalitarians reject group-based hierarchies and advocate for equal treatment of all groups. However, contrary to popular belief, we argue that social egalitarians are more likely to support “Succession”-based ageism. Although facing their own forms of discrimination, older individuals are perceived as “blocking” younger people, and other unrepresented groups, from opportunities—which in turn, motivates egalitarians to actively discriminate against older adults. In six separate studies, we demonstrate that egalitarians endorse less prejudice towards—and show more support for—women and Blacks, but harbor more prejudice towards (Study 1-2b), and less advocacy for (Study 2a, 2b, 3-5) older individuals. We demonstrate behavioral implications for this effect, such as prioritization of, and resource allocation to, diversity initiatives (Study 4-5). Further, we isolate opportunity-blocking as a critical mediator, demonstrating that egalitarians believe that older individuals obstruct more deserving

groups from receiving necessary resources and support to get ahead (Study 5). Together this research suggests that when it comes to egalitarianism, equality for all may only mean equality for some.

[view paper \(if available\)](#)

Job Mobility Decreases Work Desirability by Reducing Cognitive Trust and Affective Trust

Author: **Jiyin Cao**; Stony Brook U.-State U. of New York

Author: **Alvaro San Martin**; IESE Business School

Author: **Hajo Adam**; Rice U.

Americans employees in general, and millennials in particular, like to change jobs. According to several national surveys, millennials are a job-hopping generation, changing jobs three times more frequently than non-millennials, and 75% of millennials believe that frequently changing jobs helps advancing their careers. However, whether job mobility can actually help career advancement remains unclear. Drawing from the literatures on mobility and trust, we consistently found that job mobility decreased one's likelihood to be hired (Study 1) or chosen as work partners (Study 2), because it reduced other people's cognitive and affective trust in the mover (Study 1). In addition, we identified two distinct components of mobility: entry mobility and exit mobility. Whereas entry mobility increased work desirability by enhancing cognitive trust and affective trust, exit mobility decreased work desirability by reducing cognitive trust and affective trust; the negative effect of exit mobility was much stronger than the positive effect of entry mobility (Study 3). The negative effect of exit mobility even held after accounting for voluntary vs. involuntary exit (Study 4). Whereas previous research has focused on how job mobility affects movers (i.e., those who move between jobs), our work illuminates how job mobility affects observers (i.e., those who react to movers).

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Multiple Identities and Non-Prototypicality: Intersectionality at Work (session 1264)

Everyone has multiple social identities that influence the way they are perceived and treated and, in turn, how they perceive and respond to their social worlds at work. To date, research has tended to focus only on one identity at a time. The papers in this symposium investigate how different combinations of multiple identities affect a variety of outcomes at work, from biases and beliefs to recruitment, fundraising, and perceptions of speech and discrimination. This symposium has three goals: (1) to shed light on emerging theory on intersecting social identities, (2) to present innovative scholarship about how multiple intersecting social identities affect how individuals negotiate their workplaces and what treatment they receive, and (3) to create space for complicating the conversation about diversity and inclusion in order to examine the complexities of intersectionality and non-prototypicality.

Black Women's Experiences of Mistreatment and Withdrawal

Kathrina Robotham; U. of Michigan
 Veronica C. Rabelo; San Francisco State U.
 Courtney Lynn McCluney; ILR at Cornell
 Kelsie Thorne; U. of Michigan

Invisible Discrimination: Divergent Implications for the Non-Prototypicality of Black Women

Rebecca Ponce de Leon; Fuqua School of Business, Duke U.

"Geeky" Rules of the Game: The Effects of Nerd Masculinity on Entrepreneurial Funding

Soojin Oh; Pennsylvania State U.
 Aparna Joshi; Penn State Smeal College of Business

Do White Women Get Away with Racist Speech? The Effects of Identity on Perceptions of Speech

Barnini Bhattacharyya; Sauder School of Business,

Team Effectiveness and Diversity (session 1263)

Scientists Who Publish in Gender-Homogeneous Teams are Preferred in Promotions

Author: **Myriam Bechtoldt**; EBS U. of Business and Law
 Author: **Boas Bamberger**; U. of Mannheim / Germany

This research project investigated whether universities apply different performance standards to women's and men's publications in order to appoint them professors. In Study 1, we analyzed the number of (non-)peer-reviewed publications and their scientific impact indices in a multidisciplinary sample of about 4800 professors. The results show that women have to publish more and in more renowned scientific journals in order to be appointed as professors. Study 2 confirmed these results in subsamples of professors who were matched with regard to their parental status before their first appointment and the rank of their professorships. In both studies, however, the gender main effect was moderated by the gender of coauthors: Both women and men who publish in more gender homogeneous coauthor networks have to publish less successfully in order to be appointed professors. Study 3 shows that this effect is explained by the stability of coauthor relationships and the specialization in research topics: Scientists publishing in more gender homogeneous teams have more stable relationships with their coauthors, leading to more publications with the same group of coauthors; they also publish on fewer research topics. Both prove to be advantageous in the promotion process. The research project shows that not only the gender of the applicants, but also the gender of their coauthors indirectly influences the decision of selection committees.

view paper (if available)

How to Manage Stereotypes in Diverse Teams: Examining the Self-regulation Mechanism and its

U. of British Columbia

Jennifer L. Berdahl; U. of British Columbia

Re-Aligning Multiple Identities by Tweaking Job Advertisement Language

Joyce He; U. of Toronto

Sonia Kang; U. of Toronto

Asynchronous

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

Effectiveness

Author: **Jiping Li**; Frankfurt School of Finance & Management

Author: **Jing Zhu**; Nanyang Business School

Author: **Lida Lingling Zhang**; U. of Macau

Author: **Prithviraj Chattopadhyay**; U. of Auckland

People face a challenge on diverse teams about dealing with the stereotypes of their social identity groups. However, it is less known regarding how people manage the stereotypes of their social category to construct positive social identities. By integrating the literature on stereotype and the social self-regulation theory in relational demography research, we identify a dual-path self-regulation process—self-monitoring on competence and self-monitoring on warmth—and propose a joint effect among demographic dissimilarity, demographic categories, and perceived status permeability to explain when and who are likely to engage in such behaviors. We also examine the effectiveness of these stereotype managing behaviors by proposing its effects on individual respect. The results from a sample of 1,211 kindergarten teachers in 173 groups from 57 kindergartens supported that, perceived education dissimilarity elicited more self-monitoring on competence for those with lower education degree who perceived the big chance to move up the organizational hierarchy. And self-motoring for competence paid off by contributing to individual respect especially for those with a higher education degree. We discuss the implications of this study for relational demography research.

[view paper \(if available\)](#)

Think-Leader-Think-Women: Are Females More Effective Leaders of Teams with Hidden Goals?

Author: **Jing Hu**; UNSW Business School, Australia

Author: **Geoffrey Leonardelli**; U. of Toronto

The workplace is witnessing several biases towards females. Women are seen as less leader-like, regardless of their actual performance. This paper aims to identify a situation (the hidden-goal situation) in which we believe women will be more effective and more favorably rated as leaders than men: namely, team tasks that require goal discovery

before teamwork. Using an experimental methodology, we compared team members' self-rated and other-rated criteria in the hidden-goal condition (i.e., the team's goal is not apparent to the team members) versus the clear-goal condition (i.e., the team's goal is clearly provided to the team members). We found that, although male and female members actually performed similarly in both conditions, compared to women, male members were more confident and received higher leadership effectiveness ratings by others in the clear-goal situation; such gender differences were not pronounced in the hidden-goal situation, suggesting a gender equalization effect of the hidden-goal condition.

[view paper \(if available\)](#)

The B-Team: Gender-Diverse Teams and Prototypes of Success

Designated as a "Best Paper" for GDO

Author: **Isabelle Solal**; INSEAD

Author: **Kaisa E. Snellman**; INSEAD

Teams are increasingly encouraged to diversify by bringing in more women and members of underrepresented minorities. Yet studies on the relationship between performance and demographic diversity have yielded mixed findings, and team diversity has been associated with increased risk of failure and greater difficulty obtaining resources. One reason for this, we argue, is that in contexts where uncertainty is high and decision-makers are selecting teams for their potential for future success, they are more likely to fall back on culturally dominant schemas or prototypes, based on existing successful cases. As a result, the presence of minority members on the team may make the team less successful, not because this drives down objective performance, but because the team is no longer perceived as conforming to the ideal type. We test this prediction using data from a university entrepreneurial pitch competition, and find that while teams with female participants receive similar evaluations for their business idea and are no less likely to place second, they are six times less likely to win the competition compared to all-male teams. Implications for diversity and inclusion in entrepreneurship and

HR

Employee Termination and Disengagement (session 1269)

You're Fired! Toward a Sociopolitical Framework of Employee Termination

Author: Kathy Ma; Texas A&M International U.

Half of all employee turnover in the U.S. is involuntary. Perhaps due to the mistaken assumption that only poor performers are fired, research has largely neglected the subject of involuntary turnover on the basis that it is typically functional in nature. Empirical evidence, however, suggests that the majority of firings occur for reasons unrelated to performance. And consequences for both organizations and employees often seem quite negative, e.g., lawsuits, decreased firm productivity, poor physical or psychological health, and uncertain re-employment prospects. The potentially dysfunctional nature of involuntary turnover highlights the need to examine false premises and develop a theory of involuntary turnover that is more reflective of reality and solidly grounded in theory. We thus develop a sociopolitical framework of employee termination that suggests that relational and political processes in organizations often drive termination decisions. By integrating three divergent theories (attribution theory, social identity theory, and an organizational political-behavior perspective), we offer propositions articulating the interplay among workplace politics, in-group/out-group bias, and the termination process. This allows us to propose a framework linking macro and micro elements in organizational research with four distinct sociopolitical forces through which firing intentions and actions likely emerge.

[view paper \(if available\)](#)

beyond are discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HR

HR Analytics (session 1270)

How Does Practicing HR Analytics Establish HRM Credibility? An Epistemic Practice Approach

Author: Markus Ellmer; U. of Salzburg

Author: Astrid Reichel; U. of Salzburg

Whether HR Analytics (HRA), i.e., the processing of (big) data to optimize HRM decisions and interventions, promotes HRM credibility in organizations remains a puzzling issue in extant literature. Framing HRA as epistemic practice, we attend to the question how HR practitioners establish HRM credibility by practicing HRA. Drawing on observational and interview data from a case study of HRA practices at TechCom, a large German multinational company (MNC), we show that establishing credibility is largely a result of accumulating, integrating, and translating expertise distributed across the organization, which enables practitioners creating relevant insights and demonstrating HRM's value added to its stakeholder. Within these practices, we identify epistemic alignment, i.e., aligning to HR stakeholders' perception of business reality as well as to norms of knowledge creation when creating analytical outputs, as the main mechanism behind establishing credibility. At the same time, our analysis uncovers HRA practitioners' need for handling a range of contingencies, i.e., compliance issues, internal dependencies, and political tensions, constraining them from fully exploiting the potentials of HRA. Highlighting the role of dashboard-building in establishing HRM credibility, our findings illustrate HRA is a deeply sociomaterial process in which knowledge and its presentation are constantly negotiated.

[view paper \(if available\)](#)

Engaging to Disengage (WITHDRAWN)

Author: **Michael Halinski**; Ted Rogers School of Management

Author: **Jennifer A. Harrison**; EM Normandie Business School, Métis Lab, France

As efforts to increase work engagement are commonly thought of as an organizational approach to motivate employees and reduce turnover, there has been little research connecting employees' work engagement and their boarder career development. Drawing on an employability framework, the present study examines how work engagement may promote employed job search behavior over the course of two studies. Study 1, which involves a two-wave design with a 4-month time lag, finds support for a positive, direct effect of work engagement on preparatory job search behavior, as well as the moderating effect of employment status (i.e., permanent versus non-permanent) on this relationship. Study 2 uses a three-wave design to find a positive, indirect effect of work engagement on preparatory job search behavior via personal skill development, as well as the conditional indirect effect of employment status on this relationship. Practical and theoretical contributions are discussed in terms of their general implications for understanding a process, and a boundary condition of this process, that facilitate the understudied positive relationship between work engagement and employed job search.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RESEARCH

HR Analytics Conceptualization and Adoption: Key Issues

Author: **Vicenc Fernandez**; U. Politècnica de Catalunya·BarcelonaTech

Author: **Eva Gallardo Gallardo**; U. Politècnica de Catalunya·BarcelonaTech

Despite analytics have been seen as a 'game changer for the future of HR', organizations struggle to move to them. Why is this happening?. In order to answer this question, perhaps, one should start by wondering, what does really HR Analytics encompass? We report the findings of a comprehensive literature review on analytics as applied in HR, that help to not only clarify what is meant by this, but also to identify what are the main barriers to HR Analytics adoption in organizations. We relied in two of the major multidisciplinary publication databases (i.e., Scopus and WoS). A total of 64 manuscripts from 2010 to 2019 were content analyzed. The results reveal that, although unexpected in a nascent field such as this one, several lexemes are used to refer to analytics in HR, being 'HR Analytics' the most frequently used. Unfortunately, we found that only a few manuscripts offer a clear definition of the concept they are studying. However, most of the publications consider this kind of analytics as being about collecting, analyzing and reporting data to improve people-related decisions, and, in turn, improve individual and organizational outcomes. We have also identified 25 different barriers for HR Analytics adoption regarding 4 key success factors: data & models, technology & tools, people, and management. This paper aims to give vision and direction to both academics and practitioners in particular on the conceptualization and operationalization of HR Analytics.

[view paper \(if available\)](#)

21st Century HR: A Competency Model for the Emerging Role of HR Analysts

Author: **Steven McCartney**; Trinity College Dublin

Author: **Caroline Murphy**; U. of Limerick

Author: **Jean Anne McCarthy**; U. of Limerick

The transformation and digitalization of human resources (HR) over the past three decades has enabled the emergence of HR analytics; the collection and analysis of workforce data to inform and aid in strategic decisions. In light of this digital transformation, the demand for professionals who can effectively conduct, perform, and interpret analytics has seen a dramatic increase in HR leading to the development of a new and distinct role within the HR function; the HR Analyst. The purpose of this paper is to develop the first competency model for this newly emerging role by systematically identifying the key competencies and skills required by HR Analysts to perform effective HR analytics. Drawing upon Campion, Fink, Ruggeberd, Carr, & Odman (2011) best practice framework, we first, conduct a content analysis on 110 job descriptions collected from five countries; Australia, Canada, Ireland, the United Kingdom, and the United States of America and second, analyze twelve interview transcripts derived from in-depth semi-structured interviews conducted with HR analytics professionals from Canada and Ireland. Our findings add to the developing and fast-growing field of HR analytics literature by offering evidence supporting a set of six distinct competencies required for HR Analysts including business acumen and HR knowledge, consulting, data fluency and data analysis, research and discovery, storytelling and communication, and technical knowledge. Additionally, we present and discuss the practical implications the research has in the areas of human resource development and recruitment and selection while outlining several directions and areas for future research.

view paper (if available)

The Acceptability of HR Analytics: Exploring the Importance of the Individual Perspective

Author: **Graham Hughes Lowman**; Kennesaw State U.

Author: **James Edward King**; U. of Alabama, Tuscaloosa

Author: **Yi-ren Wang**; U. of Alabama

Author: **Dwight William Lewis**; -

Human Resource Analytics has been heralded as a

wonderful tool with vast benefits for organizations; however, the perspective of current and potential employees is missing from this emerging field of research. To address this gap, we introduce a measure of Belief in Analytics (BIA) to explore reactions to analytics as a HR tool. In doing so, we examine antecedents of BIA, as well as how BIA influences the intended use of data analytic information for making employment decisions. These relationships were evaluated using individuals currently seeking or recently accepting employment (last semester undergraduate students) and individuals with diverse work experience (collected using Amazon's Mechanical Turk). Results indicate that conventional interest type and exposure to analytics predicts BIA, and that intention to use data analytics differs across employment decision stages. Building on these findings, we discuss the implications for research and practice.

[view paper \(if available\)](#)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

HRM and Leadership (session 1267)

Synergistic Partners: How HRM and Leadership Climate Shape Employees' Ambidextrous Behavior

Author: **Lukas Hölzl**; U. of St. Gallen

Author: **Stefan Berger**; U. of St. Gallen

Author: **Heike Bruch**; U. of St. Gallen

Recent advancements in ambidexterity research suggest that HRM plays a vital role in shaping contextual ambidexterity. Building on paradox theory and social information processing theory, the present study extends this literature by putting the spotlight on two fundamental, yet often implicit assumptions of contextual ambidexterity. First, we examine how HRM practices that are specifically designed to promote ambidextrous cues (i.e., ambidexterity-oriented HRM [A-HRM] practices) are related to contextual ambidexterity. Second, we address the premise that such HRM practices actually affect all employees in an organization. In addition, we introduce transformational leadership

HR

Job Demands and Resources (session 1268)

Private Life Events and Work Ability

Author: **Karen Pak**; Radboud U. Nijmegen

Author: **Dorien Kooij**; Tilburg U.

Author: **Annet De Lange**; U. of Applied Sciences Arnhem and Nijmegen

Author: **Marc Van Veldhoven**; Tilburg U.

Although previous research on work ability extensively examined the role of job demands in predicting work ability, this research largely overlooked the influence of home demands such as disruptive private life events as a potential predictor of work ability even though home demands are assumed to influence work outcomes in a similar way to job demands. The aim of this study is to contribute to the literature on work ability by examining home demands as a potential predictor of work ability. More specifically, we investigate whether private life events have a negative impact

(TFL) climate as a critical boundary condition that helps to translate paradoxical signals of A-HRM practices to the employees. We tested these relationships in a multi-source sample of 16,740 employees from 94 organizations and found support for the proposed interaction effect of A-HRM and TFL climate on employees' ambidextrous behavior and, in turn, organizational performance (i.e., indirect effects). Our study contributes to a better understanding of creating contextual ambidexterity and the important role of leaders in the implementation of A-HRM practices.

view paper (if available)

Architectural Leadership and Structuring of HRM Processes: From Leading People to Leading Processes

Author: **Galy Binyamin**; Ariel U.

Author: **Eldad Kollenscher**; Tel Aviv U.

Author: **Abraham Carmeli**; Tel Aviv U.

This paper integrates research on the human resource management (HRM) architecture with the emerging theory of architectural leadership to demonstrate the role of leaders in structuring organizational processes. Specifically, we bridge theory and practice to develop the concept of structuring HRM processes and suggest that this is a core role of the architectural leader. We first present the theoretical foundations of the construct and elaborate on the seven dimensions that constitute HRM structuring. Then, we illustrate through the design of a managerial framework of recruitment and selection process and its translation into systematic and methodological patterns of activities. We elucidate how each of the seven dimensions can be manifested in the structuring of this process. To demonstrate how architectural leaders help implement strategy through structuring HRM process, we analyze how Jack Welch, the former General Electric (GE) CEO, structured the promotion process for top executives. In so doing, we contribute to the literature on leadership and HRM by highlighting the power of leaders as architects and explicating why and how the structuring of HRM processes can create organizational value.

view paper (if available)

on work ability, and examine whether the use of on-the-job training and a positive supervisor support climate can buffer this relationship. To this end, we conducted a study with a sample of 2123 healthcare employees from 26 health institutions. Results showed that private life events have a negative impact on work ability. Moreover, use of on-the-job training and supervisor support climate do not moderate this relationship. However, our results indicate that the beneficial effect of on-the-job training was significantly lower for individuals who faced high disruptive life events in a work environment that was characterized by low levels of supervisor support climate compared to individuals who faced high disruptive life events in a work environment that was characterized by high levels of supervisor support climate. This study gives managers in the healthcare sector insight into the job and organizational resources that are effective in overcoming the negative impact of private life events on work ability.

view paper (if available)

The Accumulation and Depletion of Personal Resources for Managing Work-Life Balance

Author: **Yuyang Fan**; U. of Edinburgh

Author: **Kristina Potocnik**; U. of Edinburgh

Author: **Paul Norris**; U. of Edinburgh

This study aims to examine the impact of multiple demands and resources in work and home domains on long-term personal outcomes through changes in personal resources of time and financial management capacity over a period of six years. Using a nationally representative sample of 8,376 British working female caregivers, our results indicate that childcare and work demands depleted personal resources, which in turn predicted lower work-life balance satisfaction and higher levels of depression, supporting the resource depletion assumption. In contrast, having a partner and the utilization of the working-from-home arrangement increased personal resources and in turn, improved work-life balance satisfaction and reduced depression, supporting the resource accumulation assumption. Contrary to our predictions, childcare support reduced the perceived adequacy of how much time caregivers spent with their children and

Managing Uncertainty: An Examination of Leadership Factors that Increase HRM System Strength

Author: **DJ Steffensen**; Middle Tennessee State U.

The purpose of this dissertation was to extend research that examines the overlap between leadership and human resource management (HRM). Specifically, it sought to understand the leadership factors that would predict HRM system strength. Using a sample of 385 employees nested in 32 restaurant units, a model was examined that explored the relationships between leader political skill, leader communication behaviors, HRM system strength, and the multilevel outcomes of unit-level financial performance, leader likeability, and employee job performance. Through an integration of social/political influence theory and uncertainty reduction theory, it was predicted that leaders' political skill and communication behaviors would lead to an increase of HRM system strength, which would then increase the three multilevel outcomes. The results of this dissertation suggest that leader communication behaviors relate the strongest to HRM system strength. There is also a modicum of support for political skill and its indirect effect, via leader communication behaviors, to HRM system strength. HRM system strength demonstrated significant effects on unit-level financial performance, albeit in the opposite direction than was hypothesized. Taken together, this dissertation contributes to research related to the antecedents of HRM system strength, the refinement of the social/political influence theory, and in helping further explore the shared space between the leadership and HRM research domains.

[view paper \(if available\)](#)

Can Becoming a Leader Change Your Personality? An Investigation with Two Longitudinal Studies (WITHDRAWN)

Author: **Wen-Dong Li**; Chinese U. of Hong Kong

Author: **Shuping Li**; Hong Kong Polytechnic U.

Author: **Jie Feng**; Rutgers U.

Author: **Hong Zhang**; Chinese U. of Hong Kong

hence negatively affected their work-life balance satisfaction and exacerbated depression. Although female caregivers in management positions benefited financially, they suffered from spending less time with their children, which yielded contradictory effects on their work-life balance. We also found a shift in childcare demand from time-consuming to money-consuming as pre-school children grew older, highlighting the dynamic nature of contextual demands. Implications for theory and practice are discussed.

[view paper \(if available\)](#)

Configural Effects of Job Demands and Resources on Exhaustion

Author: **Wei Jee Ong**; U. of Washington

Author: **Michael Johnson**; U. of Washington

Research on the effects of job demands and resources on exhaustion has largely adopted a variable-centered perspective to test the main and interactive effects of individual demands and resources. Although this approach can inform what happens on average, it cannot detect distinct configurations of job demands and resources that may lead to exhaustion in different subpopulations. To address this limitation, we adopted a person-centered approach to examine configurations of job demands and resources that are necessary and/or sufficient for exhaustion to occur. Using fuzzy set qualitative comparative analysis (fsQCA) across two studies, we found three distinct configurations that were sufficient for the presence of exhaustion, and one configuration that was sufficient for its absence. We further compared our results to the conventional variable-centered approach and found that the person-centered approach yielded more theoretically consistent results. Our findings highlight that certain job demands may only be buffered by specific resources, and that certain configurations of demands may not be buffered at all.

[view paper \(if available\)](#)

Organizational research has predominantly adopted the classic dispositional perspective to understand the importance of personality traits in shaping work outcomes. However, the burgeoning literature on personality psychology has documented that personality traits, although relatively stable, are able to develop throughout one's whole adulthood. A crucial force driving adult personality development is transition into novel work roles. In this paper, we introduce a dynamic, role-based perspective on the adaptive nature of personality during the transition from the role of employee to that of leader (i.e., leadership emergence). We argue that during such role transitions, individuals will experience increases in job role demands, a crucial manifestation of role expectations, which in turn may foster growth in conscientiousness and emotional stability. We tested these hypotheses in two three-wave longitudinal studies using a quasi-experimental design. We compared the personality development of two groups of individuals (one group promoted from employees into leadership roles and the other remaining as employees over time), matched via the propensity score matching approach. The convergent results of latent growth curve modeling in the two studies support our hypotheses regarding the influence of becoming a leader on enhancing conscientiousness and the mediating role of job role demands.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

A Longitudinal Between and Within Person Analysis of the Job Demand Control Support Model

Author: **Eva Kyndt**; U. of Antwerp & Swinburne U. of Technology Melbourne

Author: **Timothy Colin Bednall**; Swinburne Business School, Swinburne U. of Technology

Many authors have argued that modern work organisations are highly characterised by rapid changes leading to an increased need for continuous work-related learning. However, awareness that these changes often lead to higher demands placed on employees and the impact this might have on their well-being is also growing. The current study examines the impact of job profiles on both employees' learning behaviour and well-being starting from the job demand- control support model (JDCS; Johnson & Hall, 1988; Karasek, 1979). Moreover, as little is known about the dynamics of the relationship described in this model, the current study analyses the longitudinal survey data using the general cross-lagged panel model (GCLM; Zyphur et al., 2019). GCLM offers important extensions over a traditional cross-lagged model, enhancing its ability to identify causal relationships within a longitudinal dataset. In total, 1362 employees from the public sector were followed across the period of one year including four waves of data collection. A limited yet interesting number of significant relations were identified: autonomy seems to have a positive short-term effect on formal learning (via the impulses), but a negative long-term effect. Similarly, the short-term (impulse) autoregressive effect of learning from personal sources is positive, but the long-term effect is negative. Autonomy also appears to have a paradoxical effect on employee well-being. Autonomy has positive effects in the short-term (it increases vitality and reduces exhaustion), but has the opposite effects in the long-term.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HR

Thriving in the Golden Age of Algorithms: Gig Workers' Learning, Adaptation, and Success (session 1271)

IM

Best Paper in Corporate Social Responsibility and Sustainability Finalist (session 1273)

The widespread algorithms have deeply reshaped the nature of work, causing new challenges for organizations and individuals. Less studied, however, is the impact of algorithmic management - defined as using self-learning algorithms to make and execute labor-related managerial decisions - on individuals beyond producing economic value. Our symposium aims to explore the questions: (1) what is the role of algorithms in talent management in the gig economy? (2) How do gig workers learn and adapt to certain algorithms to form work norms? (3) How do gig workers handle the challenges associated with algorithms to achieve objective and subjective career success? (4) What are the ups and downs of algorithmic management in the eyes of gig workers and why? Our symposium covers a variety of research methods (a conceptual paper, a big-data driven study, a lab simulation study, and a qualitative study), types of gig work (offline routine work and online non-routine work), samples (web doctors, ridesharing drivers), and theoretical lenses (talent management, norm, emotion, justice). It aims to facilitate cross-division dialogue among Organizational Behavior, Human Resources, and Careers scholars.

Talent Management in the Gig Economy? A Conceptual Framework

Jeroen Meijerink; U. of Twente
Sandra Fisher; Münster U. of Applied Sciences
Sharna Lee Wiblen; Sydney Business School, U. of Wollongong

Web Doctor's Compassion: An Unfolding Model of Norm Formation

Lan Wang; U. of Science and Technology of China
Chen Chen; Boston U.

Driven by High Ratings: Injustice and Emotional Labor in the Ridesharing Context

Xue Lei; George Mason U.
John Cliburn; George Mason U.
Cedric Portea; George Mason U.

A Qualitative Study on On-Demand Workers' Justice Perceptions of Algorithmic Management

Follow the Smoke: The Pollution Haven Hypothesis in Global Sourcing

IM Division Best Paper in Corporate Social Responsibility and Sustainability Finalist
Author: **Heather Berry**; George Washington U.
Author: **Aseem Kaul**; U. of Minnesota
Author: **Narae Lee**; U. of Minnesota

In this study, we empirically examine the pollution haven hypothesis (PHH) in the context of global sourcing. We argue that firms may not only directly invest in establishing operations in countries with weak environmental standards, they may also source from third parties in such countries to take advantage of weaker standards indirectly. Empirical analysis of foreign product flows into the US from 77 countries across 84 industries supports this argument, showing that the share of sourcing from a country increases as its carbon emissions per capita rise. This result holds for both offshore outsourcing and offshore integration, and is robust to the use of the Kyoto agreement as an instrument. Supplementary analyses also show that these results hold irrespective of an industry's toxic intensity, concentration, or capital intensity, and are more pronounced for industries with low technological intensity. By providing robust empirical evidence for the PHH in the context of global sourcing—especially offshore outsourcing—our study draws attention to an important but hitherto largely neglected aspect of the role of environmental standards in driving international business choices.

[view paper \(if available\)](#)

Gods Put All Things in Feet? The Duality in Religious Diversity and CSR Disclosure

IM Division Best Paper in Corporate Social Responsibility and Sustainability Finalist
Author: **Chao Niu**; The Chinese U. of Hong Kong, Shenzhen
Author: **Shu Yu**; City U. of Hong Kong
Author: **Tao Bai**; U. of Queensland
Author: **Andrew Delios**; National U. of Singapore

How does religious diversity in host countries affect

Lian Zhou; Guangdong U. of Technology

Xue Lei; George Mason U.

Rui Hou; Guangdong U. of Technology

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

the corporate social responsibility (CSR) decoupling between CSR reporting adoption (i.e., the likelihood of issuing CSR reporting) and CSR implementation (i.e., the quality of CSR reporting) of emerging market multinationals (EMMs)? Despite extensive interest in how internationalization affects CSR reporting decoupling, the relationship between religious diversity in host countries and EMMs' CSR reporting remains largely unexplored. In this study, religious diversity is thought to involve a broad range of CSR expectations that facilitate CSR reporting, but also mix inconsistent standards and expectations that they can't implement simultaneously. Specifically, we argue that when experienced heightened conflicting religious tension within host countries, EMMs tends to symbolically adopt CSR reporting, but less likely to substantively implement CSR reporting with high quality—a form of CSR “decoupling” that we identify as a convenient arrangement between firms and stakeholders. Furthermore, we argue that internationalization can amplify such dual impacts of religious diversity on the adoption and implementation of CSR reporting, because internationalization enhance the salience of global stakeholders. Empirical testing of the CSR reporting of 619 publicly listed Chinese EMMs in the 2008-2013 period generally provides support for these ideas.

[view paper \(if available\)](#)

That's How I Grew Up: CEO Origin and Corporate Pro-Social Behavior

IM Division Best Paper in Corporate Social Responsibility and Sustainability Finalist

Author: **Michael Juergen Mueller**; Erasmus U. Rotterdam

More and more of today's CEOs were born and raised abroad. How CEO origin affects firms, however, remains largely unexplored. This study investigates how a CEO's country of origin affects firms' CSR emphasis. Integrating imprinting theory and the comparative capitalism literature, we suggest that the national business system in a CEO's country of origin shapes a CEO's view on CSR and thus his or her firm's CSR emphasis. We find that CEOs who were brought up in a business environment that resembles a coordinated market

IM

International Human Resource Management: Control and Context (session 1274)

Organizational Contexts of Human Capital - Hiring MNC Employees and Exporting in Domestic Firms (WITHDRAWN)

Author: **Pedro Faria**; U. of Groningen

Author: **Torben Schubert**; Lund U. and Fraunhofer ISI

Author: **Wolfgang Sofka**; Copenhagen Business School

Starting to export is a crucial but risky step for the growth strategy of most firms. Hiring managers with international experience can propel export decisions but we know little about where domestic firms find this expertise and whether it can be fruitfully applied in their context. We integrate theoretical mechanisms from the transferability of strategic human capital into models explaining export decisions. We theorize that hiring managers from MNCs increases the odds of domestic firms to start exporting and this effect benefits from similarities in the organizational context of the hiring firm with MNCs. We hypothesize that young firms, without international diversity in the workforce and flat hierarchies will benefit comparatively less from hiring MNC managers because the conditions for transfers of human capital are too dissimilar. We test and support these hypotheses for 159,680 domestic firms in Sweden, their hiring and export decisions between 2010 and 2015.

[view paper \(if available\)](#)

economy emphasize CSR more than CEOs originating from a liberal market economy. We further find that this relationship is accentuated when CEOs hold more discretion and when a CEO's remuneration is incongruent with his or her home country imprint.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

IM

Partner Choice in Internationalization (session 1275)

Partner Substitutability and International Joint Venture Termination: A Partner Interdependence View

Author: **Chi Ma**; Tsinghua U. School of Economics and Management

Author: **Jiyu WANG**; U. of Texas at Dallas

Author: **Xinran Joyce Wang**; U. of Missouri

Author: **Yang Liu**; Cornell SC Johnson College of Business

Previous studies have largely focused on the decisions of multinational partners when investigating the stability of cross-border interorganizational relationships, but ignored the importance of local partners, assuming that multinational firms often have certain advantage over local firms. From an interdependence perspective, we argue that for international joint ventures (IJVs), post-formation alliances activities by both multinational and local partners, which make the focal IJV substitutable, may lead to the instability and termination of the focal IJV. Moreover, post-formation alliances activities by both multinational and local partners can accelerate the IJV termination. However, when IJVs involving higher levels of technology transfer complexity, the mutual dependence of multinational and local partners increases and thus the negative effects of their post-formation alliances activities on IJV survival diminish. We test our theory using data on 841 IJVs formed by 763 local firms and 714 multinational firms from 1990 to 2018 in a multi-country context. Our results show supports to our ideas.

For Ease of HQ Control? A Study of the Motives for Location Choice of HR Shared Services in MNEs

Author: **Chipoong Kim**; Samsung Economic Research Institute

Author: **Chul Chung**; Henley Business School, U. of Reading

Author: **Jeeyun Yoon**; Samsung Economic Research Institute

Author: **Jungwoo Park**; 2020

Author: **Yongwoo Lee**; Samsung SDS

Author: **Jaewon Kim**; U. of Pennsylvania

Shared service centres (SSCs) have become an important mechanism for multinational enterprises (MNEs) to deliver HRM services to their dispersed operations. Location choice may be critical to understanding the motives behind utilising HR SSCs in MNEs, but few studies have explored this issue. We examine the factors and underlying motives for selecting a location for an SSC, drawing on a case study of six large MNEs from North America, Europe and Asia. Our study reveals that the concern of headquarters (HQ) for control over SSCs is an important motive in relation to location choices alongside cost efficiency and service quality. We also identify specific factors for SSC location decisions, associated with the HQ control motive, namely: home-country language capabilities, geographical proximity to the home country and time zone. Our findings offer a novel insight into the nature of an SSC by highlighting the significance of governance issues in managing SSCs within an MNE.

[view paper \(if available\)](#)

MNE Headquarters' International Staffing Decisions: A Real Options Lens

Author: **Kun Yao**; U. of Illinois at Urbana-Champaign

Author: **Wen Zheng**; ShanghaiTech U.

The paper applies a real option lens to join the resource-based approach on dynamic adjustment costs and institutional theory, by examining how multinational enterprises make their initial and subsequent top executive assignment decisions in dynamic organizational and institutional environments. Moving beyond the traditional static perspective of staffing decisions, the paper maintains that multinational enterprises' staffing decisions are influenced by their anticipated future

[view paper \(if available\)](#)

The Effect of Linguistic Distance on Cross-Border Merger and Acquisition (M&A) Deal Duration

Author: **Yoona Choi**; Australian National U.

Author: **Sarbari Bordia**; Australian National U.

This paper presents a conceptual model of the role of linguistic distance affecting the duration of cross-border merger & acquisition (M&A). The duration is defined as the time taken for the official completion of negotiations among parties. We theorize that the larger the linguistic distance, the longer the duration of a cross-border M&A deal. This is because linguistic distance can create communication barriers in the negotiating process of cross-border M&A. However, there are mitigating factors that can weaken the effect of linguistic distance on cross-border M&A deal duration. Based on the research stream of language in international business (IB), we argue that lingua franca and culture similarity will weaken the effect of linguistic distance on cross-border M&A deal duration. Moreover, based on transaction cost economics, we argue that the participation of intermediaries in the cross-border M&A process, as well as industry technical standardisation, will weaken aforementioned effect of linguistic distance on cross-border M&A deal duration. This paper contributes to the international business literature by providing a nuanced understanding of how language differences can affect the M&A deal duration and presenting several moderating variables that may reduce the negative effect of linguistic distance.

[view paper \(if available\)](#)

Culture and the Length of Joint Venture Contracts

Author: **Andres Velez-Calle**; U. EAFIT

Author: **Santiago Sosa**; U. EAFIT

Author: **Joshua Large**; U. EAFIT

Culturally-bound communication styles affect the specificity of verbal and written messages. Contracts are no exception. The purpose of this paper is to explore the relationship between cultural

needs. International staffing decisions are conceptualized as real-option-based decisions, whereby MNEs assign top executives in an attempt to maximize strategic flexibility in their future executive succession decisions. In our empirical context, we submit that replacing a local with an expatriate top executive would induce more adjustment costs than replacing an expatriate with a local. Therefore, from a real options logic, when the industry demand uncertainty is greater, the MNE is more likely to assign an expatriate top executive initially to maintain flexibility in the subsidiary. Later, when the industry demand uncertainty sufficiently reduces, the MNE is likely to exercise the real options by replacing an expatriate top executive with a local. We also explore boundary conditions of such real-options logic. We suggest that the local institutional environment and the performance feedback that the MNE receives from the focal subsidiary and other subsidiaries influence the asymmetric adjustment costs and the value of strategic flexibility. Data on Japanese subsidiaries in China largely support our hypotheses.

view paper (if available)

Controlling Developed-Country Subsidiaries via Human Resource Management (WITHDRAWN)

Author: **Can Ouyang**; Cornell U.

Author: **Mingwei Liu**; Rutgers U.

Even though the presence of Chinese multinational corporations (MNCs) in developed economies have grown substantially, the knowledge about how these firms manage their developed-country subsidiaries remain rather scant. This study applies agency theory to explore how ownership type influences Chinese MNCs' control over developed-market subsidiaries. Findings based on the qualitative data collected from Chinese MNCs demonstrate that private-sector businesses (PSBs) and state-owned enterprises (SOEs) experience different agency problems in developed countries and thus apply different control strategies. PSBs are likely to implement a relational control system that strengthens the interdependence between headquarters and subsidiaries, whereas SOEs tend to adopt a hybridization control system that separates the management of home-country expatriates and employees hired locally. This study

communication style and joint venture (JV) contract length. Using a database of 470 JV contracts, we empirically test the relationship between the parties' cultural communication styles, cultural distance and JV contract length. We apply Edward T. Hall's high- and low- context communication construct and find that JV contracts are longer when made between parties of low and high context cultures and shorter when both parties come from high context cultures. Additionally, we find the higher the cultural distance in terms of individualism vs. collectivism between partners, the shorter the contracts. These results highlight the influence of culture on contractual length and, as such, upon contract negotiation and design costs. This paper contributes to the culture and alliance literatures by moving beyond the assumption that low-context culture contracts are longer and high-context culture contracts shorter by actually testing it empirically. In addition, the paper focuses on the interaction of high- and low-context cultures, which to the best of our knowledge has not been done before, in producing shorter or longer contracts, as well as how cultural distance affects contract length.

view paper (if available)

Whom to Acquire – Culture, Country, or Kilometers in Target Selection

Author: **Magdalena Langosch**; Loughborough U. London

Author: **Justin Tumlinson**; Loughborough U.

We investigate the role of cultural distance—linguistic, religious and political—on merger and acquisition (M&A) completion and disentangle it from the role of different regional and national formal institutions as well as geographic distance. In a large-scale sample of German and Austrian M&As, we find one standard deviation increases in linguistic distance—as captured through dialect differences that vary continuously across national and regional borders—and religious distance, holding all else constant, are associated with 25% and 20% lower probabilities of merging respectively, while political distance has no robust effect. Although when measured alone, a standard deviation increase in geographic distance is associated with a greater than 50% drop in merger

provides implications to the literature on agency theory and control theory and advances the research of emerging market MNCs.

view paper (if available)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

probability, this penalty can be completely explained by cultural distance in our setting—controlling for culture, the effect of geographic distance vanishes. The same does not hold for formal institutions—crossing a national or provincial border is associated with 60% and 50% reductions in the probability of a merger, respectively, even after accounting for cultural effects.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

IM

Performance Challenges in International Management (session 1276)

Mitigated Liability of Origin: A More Salient Category Triggered by M&A as an Establishment Mode (WITHDRAWN)

Author: **Yan Zuo**; School of management, Zhejiang U.

Author: **Jiang Wei**; Zhejiang U.

Author: **Niels G. Noorderhaven**; Tilburg U.

This article explores the relevance of emerging economy multinational corporations' (EE-MNCs) establishment modes when entering developed economies to their subsequent experiences of liability of origin in these countries. Following the causal-model theory of categorization, we theorize that mergers and acquisitions as a categorical cue can trigger the emergence of a more salient category diluting the one defined by the EE-MNCs' country-of-origin, while greenfield investment cannot. Consequently, EE-MNCs that enter a developed economy by GI experience heightened liability of origin while entries using mergers and acquisitions are associated with mitigated liability. We further examine institutional distance and entry age as boundary conditions influencing the saliency of entry mode in categorization and shaping stakeholders' perceptions. Taking Chinese listed firms' direct investments in developed economies as our sample, we find supportive empirical evidence. The research implications and directions for future studies are further discussed.

IM

The Process of Internationalization in SMEs (session 1277)

The Effects of Timing and Order of Government Support Services for SME Exports and Firm Growth

Author: **Priit Tinitis**; Aalto U. School of Business

Author: **Carl Fey**; Aalto U. School of Business

When SMEs enter export markets, they face liabilities of smallness and foreignness. Thus, their chances of success increase if they receive some support. In much of the world, home governments have realized that success in exports helps firm success and that there are positive spillovers resulting from SME export success. Consequently, most home governments offer some export assistance services. In our paper, we test the efficacy of three such services: support for strategic export planning, support for trade fair participation and participation in ministerial state visits. Unlike in past studies, we go beyond testing the effect of one support mechanism and compare the effect of the above different support mechanisms. We also explore the temporal interactions including the importance of the order of receiving multiple support mechanism. We found evidence for the benefit of receiving multiple support mechanisms and support for the importance for the timing and order of receiving the different support mechanisms. Empirically, the study is tested on a data set of Estonian SMEs receiving different types of government export support services during the period 2009-2017. The data set was constructed from registry data covering the entire population of

view paper (if available)

The Double-Edged Sword Effect of Brand Adaptation Strategy on Performance

Author: **TAO WANG**; the Economics and Management School of Wuhan U.

Author: **Gao Jie**; the Economics and Management School of Wuhan U.

To improve our understanding of the bright side and the dark side of brand adaptation strategy and determine the processes linking brand adaptation strategy to brand performance, we investigate the underlying mechanism of adaptation brand strategy' effects from the perspective of institutional theory and organizational learning theory. we posit that strengthened legitimacy and reduced synergy mediate the effect of brand adaptation on firm performance. In addition, to capture the nature of the relationship between brand adaptation strategy and firm performance, we adopt a contingency perspective in our examination of the moderating roles of cultural distance. Specifically, we suggest that cultural distance enhances the positive effect of brand adaptation strategy on firm legitimacy and synergy. Moreover, market uncertainty strengthens the positive effect of brand localization on legitimacy and synergies. We test our hypotheses using a survey with 202 respondents in China. In conclusion, our findings provide important insights into how brands effectively utilize brand adaptation strategy to improve their performance.

view paper (if available)

Post-M&A Performance in Cross-Border Acquisitions - The Role of M&A Experience

Author: **Nandakumar Mankavil Kovil Veettil**; Indian Institute of Management, Kozhikode

Author: **Naagush Appadu**; Cass Business School, City U. London

Author: **Rajaram Veliyath**; Kennesaw State U.

Author: **Ambra Galeazzo**; U. of Padova

We did an extensive review of the literature on post-M&A performance and found that only a limited number of studies have factored in both M&A experience and the degree of Internationalization of

Estonian firms.

view paper (if available)

A Real Options Perspective on Pattern, Process, and Outcomes of Entrepreneurial Internationalization

Author: **Jiaju Yan**; Baylor U.

Author: **David W. Williams**; U. of Tennessee

Especially in this era of de-globalization, uncertainty plays a major role in both entrepreneurial and internationalization processes. Yet, prior international entrepreneurship (IE) and international business (IB) literature has not fully accounted for the nature of high and changing levels of host country uncertainty when predicting firms' entrepreneurial internationalization patterns and outcomes. By applying real options theory (ROT), we re-conceptualize firms' entrepreneurial internationalization pattern, process, and outcomes as the results of active uncertainty leveraging in the face of high and changing levels of host country institutional and economic uncertainty. Utilizing a representative sample of 680 U.S. new international firms that exported to 115 different host countries between the year 2009 and 2019, we find that host country uncertainty positively relates to firms' choice of "real option" entry (i.e., low initial investment combined with high collaboration). In contrast to the predictions of Transaction Cost Economic (TCE) approaches to internationalization, a ROT approach enables firms to achieve relatively faster entry, enter more distant destinations, and allows flexibility to exit markets over time. More importantly, we discovered firms using such "real options" entry strategies can mitigate the negative performance impact of host country uncertainty.

view paper (if available)

Filling the Post-Entry Speed of Internationalization and Export Performance Gap

Author: **Arash Sadeghi**; Aston Business School

Author: **Omid Aliasghar**; Auckland U. of Technology

The purpose of this paper to explore the

the acquirer, while assessing post-M&A performance. We also observed that not many studies have segregated M&A experience into domestic and cross-border and studied their impacts separately. In this study, we examine the roles played by both domestic and cross-border M&A experiences of the acquirer on the relationship between institutional distance and M&A performance. We used the lenses of institutional theory and organizational learning theory to examine and discuss the roles played by these two experiences.

[view paper \(if available\)](#)

Service Sector Versus Nonservice Sector EMNCs: Asset-Seeking Cross- Border Acquisition Performance (WITHDRAWN)

Author: **Sathyajit Gubbi**; U. of Groningen, Faculty of Economics and Business

This study examines the role of home market context and nature of business in cross-border acquisitions by multinational firms from emerging markets. We propose that due to inherent differences in market conditions and nature of business, service sector acquisitions outperform those by nonservice sector. Furthermore, though the decision to acquire management control in the target has desirable consequences to acquisition performance, the benefits are lower for service sector acquirers than to nonservice sector firms. Our findings are supported by analysis of 540 cross-border acquisitions by Indian firms over the period 2000-2007.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

intermediate mechanism between post-entry speed of internationalization (PSI) and export performance through the lens of dynamic capabilities. Specifically, this study investigates the impact of PSI on two firm-specific dynamic capabilities, i.e., adaptive capabilities (AC) and knowledge capability upgrading (KCU), and then explores the mediating role of these two dynamic capabilities in the relationship between PSI and financial and non-financial export performance. Employing a sample of 212 New Zealand exporting SMEs, our findings confirm the existence of a positive relationship between PSI and both AC and KCU. Furthermore, the findings demonstrate support for the mediating role of dynamic capabilities in the relationship between PSI and export performance and reinforce that the process capabilities creation and upgrading is a viable channel for SMEs to achieve the superior performance implications associated with rapid internationalization. Our findings reveal that rapid internationalization provides no guarantee that firms achieves the desired performance implications. Rather, obtaining these benefits depends on the firm's ability to leverage on the opportunities provided by rapid internationalization to renew its stock of knowledge and improve its adaptive capability.

[view paper \(if available\)](#)

The More the Merrier? Geographic Scope and SME Growth Dynamics

Author: **Hadi Fariborzi**; U. of Sussex Business School
Author: **Carlos M. DaSilva**; HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes

The impact of international activities on SME success has been extensively studied in the vibrant literature on SME internationalization, particularly with respect to the performance and survivorship implications of sales on foreign markets. Yet, prior literature leaves largely unanswered the question of performance implications of the SME's geographical scope (i.e., the number of countries a firm operates in), which brings substantive benefits, like access to larger markets, but also major challenges in the governance of operations. Drawing on the contemporary perspective on internalization theory,

we build a theoretical framework suggesting that the SME geographical scope has a positive impact on firm growth rate, yet making the latter less reliable. We also suggest that this relationship is highly context-dependent, with positive benefits of the increasing scope materializing only when the firm can manage the rising complexity of operational governance through leveraging the managerial international competencies (obtained, e.g., through international education) and constraining the geographical expansion to familiar regions. The framework is empirically tested on data from Swiss SMEs engaged in international operations, employing the multiplicative heteroscedasticity regression model specification with endogenously modeled scope.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MC

Emerging Issues in Organizational Change (session 1278)

Decreasing Turnover Rate by Stimulating Teacher's Job Satisfaction: Intervention-Research Case

Author: Alain Tannous; Doctoral Candidate

Author: Jeremy Salmeron; ISEOR

Job satisfaction can be considered one of the important issues that affect the organization's performance. A dissatisfaction at work leads to excessive turnover which in turn increases the organization's direct costs. This project highlights the factors responsible for low levels of teachers' satisfaction and high levels of turnover rate in a private international school in Dubai. Data will be collected and analyzed qualitatively through semi-structured interviews, quantitatively through financial analysis, and the socio-economic strategic implementation are constructing the whole study to identify the major factors responsible for the high turnover rate and improve the labor process through retaining skilled and qualified employees.

MSR

Religion and Management (session 1282)

Research on businesses, organizations, and religion

A Natural Law Framework for Understanding Action, Virtue, and the Pursuit of Goods

Author: Paul Oslington; Alphacrucis College

This discussion paper explores a natural law framework for that is an alternative to the rational choice theory of action and utilitarian moral philosophy that dominates the management literature. It draws on the new natural law theory developed by philosophers John Finnis, Germain Grisez and others over the last thirty years. In this framework, action is oriented to seven fundamental goods, moderated by and moderating stocks of virtue. Moral judgements are made on the basis of impacts of action on fundamental goods, and the formal model is a tool for such judgements. Any discussion of markets must engage economists if it is to have an impact on public attitudes and public

Opening sight of teachers by including them in a change process have impacted the performance of the school. Results are analyzed, evaluated and communicated with the upper management team. Therefore, Strategic and political decisions are structured and socio-economic training tools are suggested to be implemented.

view paper (if available)

How to align strategy with individual and collective skills: the case of an SME

Author: **Carole Bousquet**; IDRAC Business School

Author: **Miguel Delattre**; IAE - U. of Lyon 3

Author: **Jessica Lichy**; IDRAC Business School

This submission presents a longitudinal case study conducted over 3 years, 2015-2018, in an SME ('company A') with 45 employees, forming the basis of a PhD study. It highlights the need for better articulation between HRM and strategy within organizations – more precisely, between competencies and strategy – to consolidate and develop business performance. This performance can be interpreted through the lens of socio-economic theory. By means of an illustration, the authors use a management tool, the periodically negotiable activity contract (PNAC), implemented in over 1800 companies in line with the Socio-Economic Institute of Enterprises and Organizations (ISEOR). Our work highlights the more-than-favorable impact of this tool in facilitating the articulation between individual and collective skills in business strategy. Finally, our work is relevant for both for researchers and practitioners who are looking for ways to involve their staff more closely, while rewarding them for their efforts. It calls into question, in particular, the granting of bonuses or profit-sharing, which are often unrelated to the achievement of objectives, regardless of the position or hierarchical position held.

view paper (if available)

The Integration of the Control Departments to Manage Complex Norms. The Case of a Lebanese Bank

policy. We need a theoretical framework, and any proposed framework needs to be articulated as a formal model if it is to have any chance of engaging economists and management scholars, especially if the framework departs from rational choice theory of action combined with a preference satisfaction view of welfare. The alterative natural law framework allows consideration of virtues and a richer notion of goods, as well as being tractable and connecting with the existing powerful analytical tools of contemporary economics and management.

view paper (if available)

Experiences of Clergy Managing Church Finances with Varying Degrees of Financial Literacy Training

Author: **Michelle French-Holloway**; Mount Saint Mary's U., Los Angeles

Clergy financial literacy has been discussed as a vital tool to help leaders effectively manage their personal finances, as well as the financial responsibilities of church and parish governance. However, these discussions have not adequately addressed the issue of clergy whose denomination judicatories lack a formalized system of financial literacy training for local leaders. This research focuses on Roman Catholic clergy. This project addresses the issue of clergy who perform parish governance without the benefit of formal financial training. The study findings suggest that managing church finances without being taught how to do so results in feelings of uncertainty. The lack of financial oversight or assistance requires the pastor to take it upon himself to ensure that the church is administered properly. In conclusion, this project, by revealing the rarely acknowledged experiences of those clergy who do not receive financial training, sheds new light on the importance of clergy financial literacy.

view paper (if available)

Institutionalizing Distinctiveness: Halal Food Business Evolution and Muslim Integration in Canada

Author: **Jamel Stambouli**; Saint Paul U.

Author: **Jocelyne Boulos Eid**; ISEOR, Magellan, IAE Lyon, U. Jean Moulin

The financial crisis that impacted the global economy and the financial systems have often been accompanied by a flood of norms. Political authorities and institutions were forced to strengthen their norms and regulations to protect against future crisis. This flood of norms, aimed to mitigate risks are becoming multiple and complex to the point that today we are talking about the difficulty of controlling their application (Savall & Zardet, 2013). This paper presents a case study involving socio-economic approach to management (SEAM) management consulting method carried out in a private Lebanese Bank. The research tension analyze the impact of management system of standards impact on organization performance . In the studied Bank , the integral management of norms has been particularly enhanced by the socio economic approach to management (SEAM) intervention. The paper presents what has been carried out, and illustrate the socio-economic tools applied at work as well as the main achievements in terms of social improvement and economic performance.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Author: **Amr Kebbi**; McMaster U.

Author: **Dave Valliere**; Ryerson U.

The halal food industry is growing exponentially all over the world and it is therefore receiving increasing interest from researchers. In a migratory context, it offers diversification to the host societies, including changing the food industry. Halal food businesses and products are becoming very common within non-Muslim societies, and they are also gaining an important share of markets in the mainstream food industry. To better understand how the halal food business has developed, and what are its particularities and impacts on Muslim communities and their host societies, we studied halal food businesses in Canada. We conducted more than 30 interviews with immigrant entrepreneurs from different countries of origin who started and manage halal food businesses. By employing optimal distinctiveness theory (Brewer, 1991; Zhao et al., 2017), we discovered that the halal food industry in Canada has followed a non-conventional growth process. By examining our data, we developed a model that explains how the halal-food business model evolved over time and how it impacted the integration process of newcomers.

[view paper \(if available\)](#)

Prosocial Religion as a Resource: A Source of Competitive Advantage for Family Firms

Author: **Nicholas Wong**; Newcastle Business School, Northumbria U.

Author: **Allan Fernando Discua Cruz**; Lancaster U. Management School

Author: **Nicholas Burton**; Northumbria U.

Recent studies emphasize how prosocial religious beliefs promote behaviors that lead to success in intergroup competition. We extend this research by introducing the Prosocial Religion as a Resource perspective into the field of family business. This perspective explains how prosocial religious beliefs act as resources for family firms. Our model includes the following stages: acquisition by owner-managers of prosocial religious beliefs; prosocial behavior by the owner-managers and their agents; stakeholder observation of the firm's behavior;

improvement in firm reputation. Our propositions explore situations where the prosocial religious beliefs of owner/managers provide a source of sustainable competitive advantage for family firms.

[view paper \(if available\)](#)

An Exploratory Study of Corporate Singing: Relationships of Rhythm, Melody, and Harmony with Culture

Author: **Bruno Dyck**; U. of Manitoba

Author: **Arran Caza**; U. of North Carolina, Greensboro

This study examined corporate singing, specifically when members sing together in organizations. Consistent with the literature, we found that organizations whose members participate in corporate singing, versus merely listening to others sing, had more prosocial behavior (i.e., greater voluntarism). In addition, the study examined whether four different types of singing (chanting, unison, harmony, or a combination of types) aligned with the four organizational cultures associated with the Competing Values Framework (bureaucracy, market, clan, and adhocracy, respectively) in predictable ways. Implications are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Antecedents and Outcomes of Work-Life Balance (session 1291)

Unpacking Antecedents and Outcomes of Work-Family Conflict: A Mega- Meta-Analytic Path Analysis

Author: **Brian Keith Miller**; Texas State U.

Author: **Min Wan**; Texas State U.

Although research on the relationship between the Big Five personality traits and substance use is well-established, the notion of how these traits predict

OB

HR

MOC

Death and Work: Utilizing Diverse Methods to Integrate Mortality into Management Research (session 1296)

Many occupations involve mortality cues, or external stimuli that remind employees of death. Yet we know relatively little about: (1) how employees experience mortality cues in workplaces and (2) the effect of mortality cues on employees and organizations. On one hand, mortality cues can

substance use needs more theoretical attention and empirical evidence. Building upon Conservation of Resources theory and the self-medication hypothesis, we conducted a mega-meta analytic path analysis examining the relationships among the Big Five traits, work-to-family conflict (WFC) and family-to-work conflict (FWC), anxiety and depression, and substance use. By coding existing meta-analyses on bivariate relationships in our model, we accumulated a 10-by-10 correlation matrix as input to a path modeling software program. We found that agreeableness and conscientiousness predicted substance use through both WFC and FWC and depression as well as through FWC and anxiety. Extraversion and openness-to-experience had relatively weaker influences on substance use through WFC, anxiety, and depression. Neuroticism was the strongest driver of the two forms of conflict, the two mental health conditions, and substance use. From this model it can be inferred that WFC and FWC may be generative mechanisms by which the impact of personality is transmitted to mental health outcomes when analyzed via the Conservation of Resources lens.

view paper (if available)

On the Road Again: The Mitigating Effects of Commuting on Work-Family Negative Spillover

Author: **Matthew Piszczek**; Wayne State U.

Author: **Kristie Lynne McAlpine**; Rutgers U.

Commuting is an inescapable part of working for most employees and is often seen as a burdensome and stressful chore. Many flexible work initiatives are valued in part for their ability to reduce commuting time. However, boundary theory suggests that commutes may serve an important role in the transition between work and family domains. The present study views the commute through the lens of a role transition as opposed to an independent event. We examine how work-family detachment during the commute interacts with work-family segmentation preferences in order to mitigate negative spillover of emotional exhaustion from the work domain to the home domain and vice versa using an experience sampling approach. Results suggest that detachment during the

trigger employee stress, trauma, and uncertainty. On the other hand, employees can bond and find humor and purpose in these experiences. Our symposium reports qualitative and quantitative research that extends the understanding of mortality in the management literature, and, in so doing, strongly contributes to the Academy of Management's conference theme "20/20: Broadening our Sight". The symposium includes four papers showcasing the influence of mortality cues on employees' emotions, work orientations, well-being, and performance. We address dichotomies in this symposium – that mortality cue exposure has both positive (e.g., work engagement, meaning) and negative (e.g., emotional exhaustion) employee outcomes – and clarify mechanisms and boundary conditions contributing to these dichotomies. Taken together, our papers and discussion, led by Dr. Peter Bamberger, endeavors to provide insight into the consequences of mortality cues for employees and organizations, deliver actionable recommendations for managers, and generate future academic research.

Called to Cure: Patient Deaths, Death Fear, and Calling of Substance Abuse Treatment Counselors

Zhenyu Yuan; U. of Illinois at Chicago

Lisa E. Baranik; U. at Albany, State U. of New York

Lillian Eby; U. of Georgia

Robert R Sinclair; Clemson U.

Another Day, Another Death? The Impact of Mortality Cues on Employees Exposed to Death at Work

Pascale Fricke; U. of British Columbia

Danielle Van Jaarsveld; U. of British Columbia

David Douglas Walker; U. of British Columbia

Mortality Cue Threats, Death Anxiety, and Employee Well-Being: A Moderated-Mediation Model

Alexandra Jacobsen; Central Michigan U.

Terry A Beehr; Central Michigan U.

Song of Sorrow: A Longitudinal Study of Work-Related Grief and Organizational Change

Elizabeth E. Stillwell; U. of Minnesota

commute is facilitated by relaxation during the commute, and that detachment is an effective tool for mitigating negative spillover but especially effective for those who prefer to keep work and family roles relatively more integrated.

[view paper \(if available\)](#)

The Effects of Boundary Management Strategies on Employees' Recovery and Well-Being

Author: **Carmen Binnewies**; U. of Muenster

Author: **Verena C. Haun**; Johannes Gutenberg-U. Mainz

Author: **Julia Törk**; U. of Muenster

Author: **Corinna Brauner**; Federal Institute for Occupational Safety and Health (BAuA)

Author: **Sascha Haun**; Haun Consulting

Building on the pioneering work of Kreiner, Hollensbe and Sheep (2009) this study examines five specific boundary management tactics: a) Setting nonwork times and b) banking work times as two temporal boundary management tactics, c) physical boundary management, d) communicative boundary management, and e) behavioral boundary management as predictors of employees' recovery experiences (psychological detachment, relaxation, control, and mastery experiences) and psychological well-being (work-nonwork conflict and emotional exhaustion). We conducted two studies: Study 1, a cross-sectional study including three different samples from different organizations and occupations with a total of 889 employees, and Study 2, a field intervention on boundary management tactics with a randomized pre-post waitlist-control group design including 74 participants (35 in the intervention group and 39 in the control group) from diverse occupations. Concerning Study 1, results of multiple hierarchical regression analyses showed that boundary management tactics in general positively predicted psychological detachment, relaxation and mastery experiences. Behavioral boundary management was unexpectedly negatively related to mastery experiences. Control during nonwork time, work-nonwork conflict and emotional exhaustion were only associated as predicted with the temporal tactic banking work times. Communicative tactics were unexpectedly related to increased work-nonwork

Angelica Leigh; Fuqua School of Business, Duke U.
Olivia Amanda O'Neill; George Mason U.

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

conflict and emotional exhaustion. Study 2 showed all hypotheses confirmed with an increase in psychological detachment, relaxation, control during nonwork time, and a decrease in work-nonwork conflict and emotional exhaustion for participants of our boundary management training. In sum, our study contributes to a more comprehensive understanding of employee boundary management by integrating boundary and recovery research.

[view paper \(if available\)](#)

Supervisors' Family-to-Work Enrichment and Conflict

Author: **Peng Wang**; Miami U. Ohio

Author: **Laurens Bujold Steed**; Miami U.

Author: **Zhen Wang**; Ren Ming U. of China

This paper utilizes a Conservation of Resources lens to examine the crossover of supervisor family experiences to their subordinates in the workplace. Supervisor family-to-work enrichment and conflict are proposed to influence subordinate perceptions of supervisor support for work-family. This perceived support, in turn, is hypothesized to positively affect subordinate work engagement and job satisfaction and negatively affect subordinate turnover intentions. Results of multilevel analysis of a study of 496 employees nested within 83 supervisors support the proposed relationships. Supervisor family-to-work conflict and supervisor family-to-work enrichment have negative and positive effects (respectively) on subordinates' perceptions of support for work-family. Further, we find an overall indirect effect of supervisor family-to-work enrichment and family-to-work conflict on subordinate work engagement, job satisfaction, and turnover intentions through the mediator of perceived work-family support. Limitations and future research directions are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB
MOC

OB
HR

Dominance and Prestige : When are they Used, How are they Communicated, and When are they Preferred? (session 1298)

There are two distinct leadership styles that are used to attain social rank, both of which effectively promote influence and shape the attention of others, yet which result in notably different forms of social rank. These strategies have been labeled prestige, which involves the demonstration of knowledge and expertise to earn respect and freely chosen followership, and dominance, which involves the use of aggression and intimidation to induce fear and forced deference. The current symposium brings together leading scholars to highlight situations in which followers prefer and work more effectively under prestigious and dominant leaders, and how these leaders communicate their social rank and influence team members. We conclude that neither a prestigious nor dominant leadership style emerges as universally more effective. However, if managers carefully consider their team members' dispositions and individual characteristics, as well as the situation or task at hand, they can use nonverbal behavior to communicate the most appropriate leadership style, command group influence, and secure power.

Group Gender Affects Leadership: A Firm Hand with Men, but a Gentle Touch with Women

Holly Engstrom; U. of British Columbia
Kristin Laurin; U. of British Columbia
Toni Schmader; U. of British Columbia
David Zuroff; McGill U.

Two Signals of Social Rank: Prestige and Dominance are Associated With Distinct Nonverbal Displays

Zak Witkower; U. of British Columbia
Jessica Tracy; U. of British Columbia
Joey Cheng; York U., Toronto
Joseph Henrich; Harvard U.

Divergent Effects of Self-Esteem on the Evaluation of Dominant and Prestigious Leaders

Eric Mercadante; U. of British Columbia
Steve Heine; U. of British Columbia

MOC

Dynamics of Proactivity: Advancing Insights into Implications of Self-Initiated Action at Work (session 1297)

Self-starting and change-oriented behaviors are increasingly important in today's decentralized and uncertain work context. This symposium presents five methodologically and culturally diverse studies with a shared focus on investigating the dynamics of proactivity at work. Collectively, the studies provide insights into the role of temporality and the implications of self-initiated actions at work. First, Weisman, Bindl, Gibson, and Unsworth advance a temporal theory of job crafting, a specific type of proactive behavior, which considers implications of proactivity for both individuals and organizations, over different time frames. The presentations by Cangiano and Parker, and by Fatimah, Lee, and Ferris, both focus on short-term implications of engaging in proactivity at work, while Yu and Starzyk advance insights into longer-term implications of proactivity. Finally, Wu, Tangirala, van Knippenberg, Shu, and Guo conclude with research on the importance of temporal aspects in team-level proactivity at work for relevant organizational outcomes. The themes of the symposium will be drawn out by the discussant, Susan Ashford, who is a recognized expert on the topic of proactivity. A particular feature of this symposium is its international composition, including researchers from Australia, Asia, Europe, and North America.

The Dynamics of Job Crafting: Temporal Implications of Job Crafting for Key Outcomes

Hannah Weisman; London School of Economics and Political Science
Uta K. Bindl; King's College London
Cristina Gibson; Pepperdine Graziadio Business School
Kerrie Unsworth; U. of Leeds

Building Mastery: A Job Demands-Control Approach to Feedback-Seeking Behavior

Francesco Cangiano; U. of Western Australia
Stacey L. Parker; U. of Queensland

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Does Proactivity Beget Proactivity? The Role of Power and Status

Shereen Fatimah; Singapore Management U.
Hun Whee Lee; The Ohio State U. Fisher College of Business
Lance Ferris; Michigan State U.

The Negative Implications of Intensified Employee Voice: Whom do Managers Ostracize Less?

Nadia Y. Yu; NEOMA Business School
Anita Starzyk; NEOMA Business School

Only Time Will Tell: How Teams Centralize Their Voice Around Competent Members to Perform Better

Jing Wu; Erasmus U. Rotterdam
Subrahmaniam Tangirala; U. of Maryland
Daan Van Knippenberg; Drexel U.
Rui Shu; Shanghai U. of Finance and Economics
Yiran Guo; Rotterdam School of Management, Erasmus U.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Individual Differences and CWB (session 1293)

Predicting Employee Engagement in Low and High Severity Counterproductive Work Behavior

Author: Katherine E. Ciarlante; U. of Central Florida
Author: Mindy Krischer Shoss; U. of Central Florida

Counterproductive work behaviors (CWBs) have the potential to cause significant harm in the workplace. Because of the considerable threat CWBs pose to organizational and employee well-being, a literature has emerged to better understand the structure of these behaviors and identify the factors and conditions that effect employee engagement in counterproductive acts. While past research has distinguished between types of CWBs less attention has been paid to the specific forms these behaviors take including variation in behavioral severity. The current study introduces a novel conceptualization of CWB severity that distinguishes between intra-behavioral differences and develops modified

OB

HR

CAR

New Perspectives on the Drivers of Newcomer Socialization (session 1295)

The time of early entry, when newcomers experience organizational socialization, is one of the most critical phases of the employer-employee relationship. Decades of research has led to a wealth of knowledge regarding the importance of the socialization process, where newcomers undergo an adjustment period to transform from organizational 'outsiders' to contributing and effective 'insiders'. Yet changes to the contemporary organizational landscape (e.g. increased workforce mobility and alternative work arrangements) continues to generate new research questions, as well as prompting the need to revisit traditional assumptions to broaden our understanding of this important organizational phenomenon. Through four presentations and discussion time with two esteemed scholars in the field, we aim to expand

versions of the CWB-C (Spector et al., 2006) which assess engagement in low and high severity CWBs. These measures are utilized to test a hypothesized model of CWB severity that predicts how individual (negative affect and self-control) and contextual factors (consequences) interact to predict low and high severity CWBs.

view paper (if available)

Thwarted Self-Promotion Increases Counterproductive Cognitions

Author: **Jungwoo Ha**; UCLy - ESDES - U. of Lyon

Although research has thoroughly examined how self-promotion impacts others' judgments of the self-promoter, by observing others' reactions and feedback, self-promotion also provides a vital opportunity for individuals to verify and construct their self-view, thus serving a self-verification function. To highlight the importance and implications of self-verification aspects of self-promotion, the current research examines instances in which individuals attempt to self-promote but are prevented from doing so (thwarted self-promotion). Four studies demonstrate that a lack of self-verification caused by thwarted self-promotion leads to competence uncertainty (Studies 1a–b), which generates counterproductive cognitive reactions (Studies 2 and 3). Additionally, I show that these consequences of a lack of self-verification due to thwarted self-promotion are driven by individuals with an internal locus of control, but not by those with an external locus of control (Study 3). I discuss the theoretical and practical implications.

view paper (if available)

Perceived Overqualification, CWB, and Withdrawal: Examining a Moderated Mediation Model

Author: **Wen Zhang**; Faculty of Psychology, Beijing Normal U.

Author: **Bohang Xia**; Beijing Normal U.

Author: **DAJA Derks Theunissen**; Erasmus school of Social and Behavioural Sciences

Author: **Jan Luca Pletzer**; Erasmus U. Rotterdam

understanding on improving the drivers of successful socialization both from methodological and theoretical points of view. This symposium is wide-ranging in its scope, bringing an international perspective on socialization with contributions from Canada, New Zealand, the Netherlands, and Australia with discussants from the United States. Our symposium takes into account the changing nature of work while drawing from rich information gained from previous research on socialization. Specifically, two papers test propositions of the recently developed and increasingly recognized Socialization Resources Theory, one explores organizational socialization in virtual contexts, and another introduces a refined framework and scale for socialization tactics. In doing so, we hope to stimulate meaningful discussions and future investigations into organizational socialization research, in particular how we can tailor socialization practices to employees' situational circumstances for the benefit of employees and organizations alike.

An Investigation of the Relationship between Socialization Tactics and Resources

Alan Saks; U. of Toronto

Jamie A. Gruman; U. of Guelph

Social Socialization Resources: Associations with Newcomer Adjustment Moderated by Work Autonomy

Lisa Harris; U. of Auckland

Helena Cooper-Thomas; Auckland U. of Technology

Peter Smith; U. of Auckland

Gordon W. Cheung; U. of Auckland

Implications of New Employees' Strategic Value for their Virtual Organizational Socialization

Sasa Batistic; Tilburg U.

Helena Cooper-Thomas; Auckland U. of Technology

Renata Kenda; Tilburg U.

Newcomer Socialization Tactics: Toward a Refined Framework and Scale

Jane Chong; U. of Western Australia

Marylene Gagne; Curtin Uni

Djurre Holtrop; Curtin Uni

Author: **Kimberley Breevaart**; Erasmus school of Social and Behavioural Sciences

When competitions for jobs get more intense, many highly educated employees feel that they are “big fish in a small pond”. Current paper aimed to examine perceived overqualification through the lens of conservation of resources, arguing that people with higher perceived overqualification would be more likely to perform negative work behaviors, since being overqualified violated people’s intrinsic motivation to preserve resources and invest resources to gain new for future. This sense of investing energy and time in vain would lead to anger, and further to negative work behaviors, such as counterproductive work behaviors (CWB) and withdrawal. By including both CWB and withdrawal in research, we want to validate the effect of perceived overqualification, and provide empirical evidence to response to the debate about the relations between CWB and withdrawal. In addition, we proposed recovery experience of learning and relaxation would play the moderating role. We test our hypotheses using time-lagged sample of 179 workers in China. Results showed that anger mediated the relationship between perceived overqualification and both CWB and withdrawal. Relaxation moderated the effect of perceived overqualification on anger, as well as the indirect effect of perceived overqualification on CWB and withdrawal, but learning did not significantly moderate the effects. Despite the insignificant moderating effect of learning, we found a direct effect of perceived overqualification on learning experience.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Serena Wee; Singapore Management U.
Patrick Dunlop; Curtin Business School
Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Positive Emotional Expressions (session 1286)

[When Does the Leader’s Positive Expression Get a Positive Response from Members?](#)

Author: **SungHyoun Hong**; Hanyang U.

OB

Psychological Safety (session 1290)

[Team Emergent State Development, an Enigma No More: Investigating Psychological Safety Emergence](#)

Author: **Christina Noelle Lacerenza**; U. of Colorado,

Author: **Min-Soo Kim**; Hanyang U.

Although researchers have argued that the leader's positive affective display will effectively trigger the member's work motivation, this affective display has not always caused desirable outcomes. This research addresses these important issues through considering three-way interaction of the characteristics of expression, the positive affect of the members, and LMX. To verify our hypotheses, 698 days from 47 leaders and 146 members were collected through the Experience Sampling Method. The analysis was conducted using HLM, and the results showed that, for members with high LMX, the positive effect of perceived deep acting on work engagement was strengthened when positive affect was high, and the negative effect of perceived surface acting was weakened when positive affect was high. On the other hand, members with low LMX showed a stronger positive effect of perceived deep acting on work engagement when positive affect was high, and the negative effect of perceived deep acting was mitigated when positive affect was low. These results highlight that LMX acts as a context of the affective display between the leader and the member and the effect of displaying positive affect relies on the member's perception of the characteristics of the expression and the affective state.

[view paper \(if available\)](#)

Leader Gratitude Expression and Employee Ego Depletion: An Emotions-as-Social-Information Model

Author: **Qiqi Wang**; Renmin U. of China
Author: **Zengxin Li**; Renmin U. of China
Author: **Xueling Fan**; School of Business, Nanjing U.

In this study, we identify leader gratitude expression as a social factor that can relieve employee ego depletion. Drawing on the Emotions as Social Information (EASI) model, we treat work meaningfulness and positive affect as the mediators between leader gratitude expression and employee ego depletion. Furthermore, we propose and test relational identity as a moderator of the relationship. We tested our hypotheses using a multi-wave data gathered from 276 employees in

Boulder

Author: **Shannon Leah Marlow**; U. of Texas At San Antonio

Psychological safety is an important team construct, popular among both scholars and practitioners due to its notable strengths in improving team dynamics and performance. While previous research has provided rich data highlighting the value of team psychological safety, a common call among team scholars is the need for longitudinal examinations of this team construct. By analyzing team psychological safety over time, we respond to this need and open up the black box regarding team emergent state development. In doing so, we broaden our insight regarding team dynamics and leverage state-of-the-art research methods to test our proposed model. Results suggest that team psychological safety climate develops over time through consensus emergence and that this process is triggered by early information sharing. We also find that gender diverse teams are more likely to engage in early information sharing, thus heightening psychological safety climate emergence. Implications for science and practice are discussed.

[view paper \(if available\)](#)

Does National Status Influence Psychological Safety Growth in Newly Formed Multinational Teams?

Author: **Sam Farley**; Leeds U. Business School
Author: **Jeremy F. Dawson**; U. of Sheffield
Author: **Thomas Greenaway**; Sheffield U. Management School
Author: **Keelan Meade**; Sheffield U. Management School
Author: **Daria Hernandez-Ibar**; Sheffield U. Management School

In multinational teams, psychological safety promotes learning as members are willing to share tacit knowledge and volunteer ideas. However, little is known about how non-native team members experience psychological safety. We therefore sought to examine whether differences exist in the starting levels and growth of native and non-native team members' psychological safety in newly formed teams. We also examined how it impacts on

China. Our results showed that the positive predictive role of leader gratitude expression on work meaningfulness and positive affect were stronger for employees with high relational identity. Furthermore, work meaningfulness and positive affect were both significantly related to employee ego depletion. We discuss theoretical and practical implications for ego depletion and leader gratitude expression.

[view paper \(if available\)](#)

Thanks for Everything: A Quasi-Experimental Examination of Gratitude in Organizations

Author: **Ryan Fehr**; U. of Washington, Seattle

Author: **Xiaoming Zheng**; Tsinghua U.

Author: **Yirong Guo**; Tsinghua U. School of Economics and Management

Author: **Lynda Song**; Remin U. of China

Author: **Dan Ni**; School of Economics and Management Tsinghua U.

Although scholars have begun to explore the role of gratitude in organizations, research has often focused on gratitude as an emotional state while overlooking the impact of gratitude expression. In a series of two quasi-experimental field studies, this paper examines the impact of a gratitude expression intervention on employees' psychological and behavioral outcomes. Drawing from the emotions as social information model, we theorize that through increased received gratitude, participation in a gratitude expression intervention enhances employees' own felt gratitude and perceived prosocial impact, and in turn, these psychological reactions to received gratitude are positively linked to employees' work engagement and organizational citizenship behavior. Results from two quasi-experimental field studies, including one study in a service organization in the aviation industry and another in a medical training program, provide support for our model.

[view paper \(if available\)](#)

How Do You Feel About Interactions with Coworkers? The Role of Positive Relational Affect

verbal behaviour and the competence ratings that members receive from their teammates. In a sample of 519 team members (101 teams), growth curve modelling showed that non-native team members start with lower levels of psychological safety than native team members. Moreover, data collected on five consecutive days showed that non-native team members' psychological safety grew at a slower rate than native team members'. We also found that psychological safety growth and verbal behaviour sequentially mediated the relationship between national status and competence ratings, such that non-native team members experienced lower psychological safety growth, engaged in verbal behaviour to a lesser extent and received lower competence ratings from their peers. The results were fully replicated on a separate sample of 538 team members (90 teams) in a second study using an identical research design. Our findings advance understanding on how psychological safety unfolds in newly formed multinational teams.

[view paper \(if available\)](#)

LMX Ambivalence and Creative Performance: The Roles of Psychological Safety and Trust in Leader

Author: **Jeongeun Kim**; Sungkyunkwan U.

Author: **Michael Paik**; Sungkyunkwan U.

Author: **Kyeong-eun Lee**; Sungkyunkwan U.

Author: **Hyunjoo Lee**; Sungkyunkwan U.

Author: **Jiseon Shin**; Sungkyunkwan U.

This research examines how employees respond to leader-member exchange (LMX) ambivalence formed through interaction with their leaders. Drawing upon attachment theory, the purpose of this research is to examine how LMX ambivalence has an effect on employees' creative performance via psychological states (i.e., psychological safety and trust in leader). In addition, power distance orientation is examined as a moderating factor that weakens the negative relationship between LMX ambivalence and psychological states, thereby influencing creative performance. Data were collected from team leaders (N = 38) and employees (N = 163) working in manufacturing and trading organizations located in South Korea. The finding shows that LMX ambivalence was negatively related to psychological safety and trust in leader.

Author: **Hee Young Lim**; Hanyang U.
Author: **Min-Soo Kim**; Hanyang U.

This paper examines the role of affect in dyadic interactions between coworkers. Because task performance is becoming more team-driven, organizations are taking an increasing interest in the relationships among socially embedded team members. Emerging literature indicates that affect in relationships among coworkers has a critical role in organizational life; interpersonal affect is thus of central importance in the workplace. Drawing from the affect theory of social exchange and conservation of resources theory, we argue that when individuals experience positive affect in their interaction with a partner, they are more likely to request help from that partner. Additionally, experiencing positive affect during interaction with dyadic partners increases individuals' resources and facilitates work engagement. We used experience sampling strategy to examine the workplace interactions and work engagement of 173 individuals (634 dyadic relations) for a period of 5 days, and analyzed the cross-classified multilevel model using round-robin design. The results supported the study's hypotheses. We also discuss the theoretical and practical implications of our findings.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Moreover, mediating effects of psychological safety and trust in leader were identified on the relationship between LMX ambivalence and employees' creative performance. However, the hypothesized moderated mediation effect of employees' power distance orientation was not found. Theoretical and practical implications of this research are discussed.

[view paper \(if available\)](#)

The Effect of Cultural Value Orientation on the Relationship Between Psychological Safety and Voice

Author: **Yunsun Ahn**; KAIST College of Business

Abstract Although the important roles of psychological safety on voice behavior have been empirically supported, not much attention has been drawn on the critical question—a boundary condition for when psychological safety is particularly less helpful. Drawing on implicit voice theory (Detert & Edmondson, 2011), which explains about the voice-reluctant phenomenon in organizations as the “taken-for-granted rules of self-censorship”, this study suggests psychological safety is less important antecedent of voice behavior of employees culturally hardwired to be reticent. Using survey data from 342 full-time employees working at diverse organizations in South Korea, this study tests how cultural value orientation moderates the relationships between psychological safety and voice. Finally, the results suggest that the perception of psychological safety would not be sufficient to lead voice even more with employees high in power distance orientation, as the power distance orientation increases self-censorship. Study concludes with a discussion of the areas in need of future examination.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Social Network Dynamics and

OB

Stress and Well-Being (session 1283)

Identities (session 1288)

My Network, My Self: A Social Network Approach to Work-Based Identity

Author: **Jordana Moser**; King's College London

Author: **Blake E. Ashforth**; Arizona State U.

As the organizational landscape becomes increasingly turbulent and the gig economy grows, the conventional anchors for a work-based sense of identity – a stable organization, workgroup, and/or occupation – are losing relevance. We argue that a “network identity,” defined as the sense of oneself as a member of a network (e.g., “we are high-achievers”), helps fill this growing void because networks tend to be egocentric (i.e., agentic) with more or less fluid boundaries and portability. These attributes enable individuals to develop or join networks that may transcend specific contexts and adapt to change. Networks simultaneously implicate all three levels of self – personal, relational, and collective – such that they are potentially very powerful means for realizing common identity motives. Crossing the dimensions of network boundary strength and network density, we offer a typology of networks and discuss their implications for network identities and what kinds of individuals might prefer each network.

[view paper \(if available\)](#)

Alumni Events, Sociability, and the Residual Organization

Author: **Michael Kevin Power**; London School of Economics and Political Science

Author: **Penelope Tuck**; U. of Birmingham

This paper argues that alumni events are not only settings where professional identities are renewed in social gatherings, or simply instruments to build and sustain commercially valuable networks. They can also be continuous with the organizations they celebrate by reproducing latent structural features of these organizations long after they cease to exist. Based primarily on participant observation of three annual lunches for alumni of the former accountancy firm Deloitte Haskins & Sells, and interviews with participants, organizers and non-

Mindfulness and Motivation Trajectories Across the Workweek: An Entrainment Theory Perspective

Author: **Scott Dust**; Miami U.

Author: **Haiyang Liu**; London School of Economics and Political Science

Author: **Siting Wang**; Hong Kong Baptist U.

Author: **Chris Reina**; Virginia Commonwealth U.

Employee performance is commonly investigated as a static, one-time aggregation of prior employee behaviors. For the studies that do acknowledge that performance fluctuates over time, the timeframe decision is disconnected from theoretical underpinnings. To make this connection clearer, we draw on entrainment theory and investigate trajectories in motivation and performance across the five-day workweek. We hypothesize that motivational control (i.e., staying on course and sustaining effort in pursuit of goals through the redirection of attention) and performance have a declining trajectory across the workweek. Drawing on self-determination theory, we also hypothesize that trait-based mindfulness (i.e., non-judgmental present moment attention and awareness) negatively relates to the downward trajectory in performance across the workweek via the downward trajectory in motivational control. Finally, we take a trait activation theory perspective, hypothesizing that mindfulness is relevant as an indirect influence on performance trajectories through motivational control trajectories only when job demands are high. The hypotheses are generally supported. There is a downward trajectory in motivational control and performance across the workweek. Further, job demands conditionally moderate the indirect effect of mindfulness on performance trajectories through motivational control trajectories. We test our model using 155 full-time employees in a medical device company. We collected data from participants twice daily across the five-day workweek and used a person-centric trajectory approach to investigate the proposed relationships. Theoretical and practical implications specific to dynamic motivation and performance, entrainment, and mindfulness literature are discussed.

[view paper \(if available\)](#)

participants, the paper makes two inter-related contributions to the study of professional service firms and to organization theory. First, it argues that alumni events reveal the variable durability and re-enactment of hybrid professional-social relations - what we call "sufficient sociability" - which were formed during intense working in small groups. Second, we show that these social relations, via table seating choices at an alumni event, produce what we call the "residual organization". In this way, a modest alumni lunch in a central London hotel is transformed from an event of marginal interest, into a "site" where core issues of organization theory are at stake.

[view paper \(if available\)](#)

Exploring the Role of Negative Relationships in Social Networks on Individuals' Innovative Behavior

Author: **Vojkan Nedkovski**; U. of Milan

Author: **Marco Guerci**; -

Author: **Luca Carollo**; U. of Bergamo

Much of the work in social network perspective of individuals' innovative behavior has been conducted by examining the role of positive interpersonal relationships such as work-related communication, friendship, advice giving or knowledge sharing. However, as the concept of asymmetry suggests, negative relationships at work may impose social liabilities that often exceed the benefits that accrue to individuals from their engagement in positive relationships. In this study, we apply both quantitative and qualitative methods to examine the role of direct and indirect negative relationships on individuals' innovative behavior. The results of our empirical study on 62 employees (response rate was 100%) in an Italian architectural studio demonstrate that both direct and indirect negative relationships affect individuals' innovative behavior at workplace. Our study furnishes important insights for the social network perspective and specifically, we make specific contributions to the structural holes theory and structural balance theory.

[view paper \(if available\)](#)

The Experience of Working for Traumatic Stress Sufferers: Work as Therapy or Trigger? (WITHDRAWN)

Author: **Scott D. Williams**; Wright State U.

Author: **Jonathan Williams**; Wright State U.

While a return to work following trauma exposure can be therapeutic, this is not always so. As with many topics related to traumatic stress in organizations, several contingency factors complicate the effort to draw an overarching conclusion about whether returning to work is therapeutic. The goals of this paper are twofold. First, it presents important determinants of whether work is therapeutic or triggering for those with traumatic stress conditions. Second, the need for contingency approaches in the study of traumatic stress in organizations is illustrated. Three of the key determinants of whether a return to work is therapeutic or triggering for traumatic stress sufferers are (a) the type of traumatic event experienced, (b) the stress condition developed, and (c) the nature of the work setting. For instance, task-related traumas are more likely than natural disasters to make a return to work triggering. Additionally, while individuals with treatment-resistant posttraumatic stress disorders may exhibit very similar symptoms to those with acute stress disorders, acute stress disorders are more likely to respond favorably to a return to work. Finally, organizational compassion, managerial actions, and the presence or absence of culprits can affect how therapeutic an employee's return to work posttrauma is.

[view paper \(if available\)](#)

How Workplace Social Stressors Influence Marital Behaviors: A Social Model of Work-Family Spillover

Author: **Helen Pluut**; Leiden U., The Netherlands

Author: **Remus Ilies**; National U. of Singapore

Author: **Runkun Su**; National U. of Singapore

Drawing on work-family spillover and self-regulatory depletion theories, this study proposes and tests an interpersonal model of work-family spillover. Our model specifies how social stressors at work (i.e., workplace incivility, abusive supervision, interpersonal conflict) result in experiences of a

Network Dynamics: A Review and Research Agenda

Author: **Diego Stea**; Copenhagen Business School
Author: **Dennis Holding Jacobsen**; Copenhagen Business School

There has been a tremendous increase in scholarly interest in the emergence, evolution, and change of organizational networks. This has led to key insights on the phenomenon, and to a clearer understanding of its uniqueness and importance. Yet, the rapid increase in the number of publications on network dynamics, the fact that longitudinal network data significantly differ both across and within levels of analysis, and the fact that network dynamics can be explained invoking different logics (e.g., agency, inertia, opportunity) which are differentially embedded in various disciplines (e.g., economics, sociology, strategy) have led to fragmentation in the existing literature, which is scattered across a wide range of scientific journals. This hampers cumulative knowledge growth and risks leading to a duplication of efforts. Drawing on 162 peer-reviewed articles, we systematically review and integrate research on network dynamics into a conceptual framework that allows us to identify persisting gaps in research and promising avenues for advancing our understanding of network dynamics.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

social-based form of work-family conflict, ultimately influencing marital behaviors at home on a daily basis. The mediating role of depersonalization and the moderating role of dispositional trust were also examined. A two-week experience-sampling study with daily employee surveys at work and at home and with spousal ratings for employees' marital behaviors in the evening provided general support for the proposed relationships. Within individuals, social stressors at work were associated with depersonalization, which mediated the effect of workplace social stressors on social-based work-family conflict. In line with congruence response models, we observed that those who are trusting (agreeableness facet) were more negatively affected by social stressors at work. On evenings when employees experienced social-based work-family conflict, their spouses reported more withdrawn and angry behaviors and less supportive behaviors shown towards them. Overall, the current research explicates a specific form of work-family conflict, one in which social stressors in one domain result in negative behaviors in the other domain via depersonalization.

[view paper \(if available\)](#)

Job Performance and the PERMA Framework of Subjective Well-Being: U.S.-China Multi-Group Comparisons

Author: **William P. Jimenez**; Old Dominion U.
Author: **Xiaoxiao Hu**; Old Dominion U.
Author: **Rebecca Garden**; Old Dominion U.
Author: **Xiaofei Xie**; Peking U.

In the present study, the researchers empirically examined the factor structure of the PERMA framework (positive emotions, engagement, positive relationships, meaning, accomplishment) of subjective well-being and conceptual links between the PERMA framework and specific job performance dimensions (task performance, innovative behavior, organizational citizenship behavior, proactive behavior). Specifically, the researchers conducted multi-group comparisons for the factor structure of the PERMA framework (N = 704) and PERMA-performance links with online samples of participants from the United States (N = 147) and China (N = 202). After conducting these tests, we incorporated hierarchical multiple regression and

OB

Team Creativity (session 1284)

Role Differentiation in Creative Processes: A Configural Approach to Team Creativity

Author: **Suqing Wu**; U. of Groningen, Faculty of Economics and Business

Author: **Yingjie Yuan**; U. of Groningen, Faculty of Economics and Business

To achieve team creativity, team members must engage in various processes, such as problem construction, information search, idea generation, and idea evaluation and implementation. In this paper, we propose that teams may develop a pattern of role differentiation, defined as the specialization of team members in different creative processes. It is proposed that role differentiation allows teams to achieve creativity effectively and efficiently, and will positively relate to team creativity especially when resources are scarce and when teams have sufficient decision making authority (i.e., low centralization). In both a lab study and a field study, we demonstrate that role differentiation is positively related to team creativity, and that this positive effect is stronger when teams have fewer resources for creativity. The field study further showed that this effect is contingent on low centralization of decision-making. These results point to the importance of structuring distinct creative inputs of team members to achieve team creativity, and suggest that not only the amount of attention that is given to different creative processes matters, but also how they are distributed among team members.

relative weight analysis with each sample to identify which PERMA dimensions were focal predictor variables in explaining variance in the performance dimensions. Implications regarding the usefulness of the PERMA framework in future cross-cultural organizational research are discussed.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

RESEARCH

PRACTICE

ASYNCHRONOUS

PAPER SESSION

OB

Temporal Research in Organizations (session 1292)

Inside the Leader-Member "Double-Interact": A Temporal Theory of Leader-Member Exchange (LMX)

Author: **Jesse Theo Vullings**; Vrije U. Amsterdam

Author: **Omar Solinger**; Vrije U. Amsterdam

Author: **Edina Doci**; Vrije U. Amsterdam, School of Business and Economics

Author: **Joeri Hofmans**; Vrije U. Brussel

Author: **Timothy A. Judge**; The Ohio State U. Fisher College of Business

Author: **Paul G W Jansen**; Vrije U. Amsterdam

In this study we conceptualize the process of leader-member exchange (LMX), with the leader-member 'double-interact' at its core. We take a dynamic systems approach and build on recent insights from personality dynamics research (e.g., Sosnowska, Kuppens, De Fruyt, & Hofmans, 2019) and interpersonal theory (e.g., Hopwood et al., 2018) to capture and understand the patterns of interpersonal behavior in the leader-member dyad. We dissect the emergent pattern of interpersonal behavior and show how these different patterns influence the quality and sustainability of the leader-member relationship. Next, we explain how this leads to four general LMX- development scenarios that differ in their quality and sustainability. Our temporal theory contributes to the literature by capturing and explaining the moment-to-moment interpersonal behavior dynamics in the leader-member dyad, incorporating trait-perspectives, behavioral-perspectives, LMX theory, and power

view paper (if available)

How Information Diversity and Integration Relate to Team Creativity and Innovation: A Meta-Analysis (WITHDRAWN)

Author: **Kris Byron**; Georgia State U.

Author: **Sejin Keem**; Portland State U.

Author: **Tanja R. Darden**; Towson U.

Author: **Christina Shalley**; Georgia Institute of Technology

Author: **Jing Zhou**; Rice U.

Although having diverse knowledge and perspectives is considered crucial to team creativity and innovation, research examining diversity's relationship to team creativity and innovation has been decidedly mixed. This meta-analysis examines diversity's relationship to team creativity and innovation, and considers factors that may allow teams to more fully realize the potential benefits of diversity. Employing a knowledge integration perspective, we proposed that teams are likely to be more creative and innovative when team members offer a diverse set of informational resources and are structured in a way that motivates or enables them to integrate these resources. We tested our theoretical contentions with a random-effects meta-analysis of 156 independent samples. We found that diversity tends to have positive effects: teams with greater surface-level or deep-level diversity and those with more members tend to be more creative and innovative. We also identified important contingencies. For example, teams with greater racial/ethnic diversity or with more team members are more creative and innovative when they have experience working together (as opposed to when they are newly formed) or when they have a clear creativity goal (as opposed to when they do not). Finally, we found little difference in the relationships between various team factors such as surface-level diversity or size and team creativity or team innovation, supporting our combined use of these measures.

view paper (if available)

How Dissimilar Employees Co-Creat: Deep Knowledge Sharing and Integrative Understanding

Author: **Xu Huang**; Hong Kong Baptist U.

structures into a unified model, thereby bridging largely disconnected fields within leadership research (Avolio, 2007), and explain how LMX develops over longer time-periods. As such, we present a forward-looking theory which directs (rather than follows) methodological developments and provides conceptual insight in the dynamic interpersonal process between leader and follower.

view paper (if available)

A Temporal Analysis of Employees' Situational Work Motivation and Well-Being

Author: **Zheni Wang**; School of business, Southern Connecticut State U.

Author: **Alexandra Joelle Panaccio**; Concordia U.

Work scheduling is a challenge to manage under the perceptions that employees dislike unconventional working hours for sociocultural and economic reasons. This research used a complete temporal approach (Shipp & Cole, 2015) to answer the research question of how time (subjective and objective time of the workday, day of the workweek) predicts employees' daily/weekly well-being (vitality and affect; Ryan & Deci, 2001; Ryan & Frederick, 1997), basic needs satisfaction, and situational work motivation under the framework of self-determination theory (Deci & Ryan, 1985; Ryan & Deci, 2000) and hierarchical model of self-determined motivation (Vallerand, 1997; Vallerand & Ratelle, 2002) at work. We collected the multi-level data using the survey structure outlined under the day reconstruction method (Kahneman, Krueger, Schkade, Schwarz, & Stone, 2004) with part-time working undergraduate students. Multi-level structural equation modeling results showed that vitality started out at a high level and decreased with both subjective and objective time of the workday and day of the workweek. Affective well-being didn't demonstrate similar daily/weekly temporal patterns. In addition, work events scheduled during the weekend also had a significant positive indirect effect on vitality and positive affect through increasing basic needs satisfaction and situational autonomous motivation. We discussed the implications and limitations of this study.

Author: **Erica Xu**; Hong Kong Baptist U.
Author: **Ye Zhou**; Shanxi U. of Finance and Economics

Knowledge sharing between employees with diverse functional and professional backgrounds is crucial for work groups. To understand and make use of a functionally dissimilar partner's expertise, an employee should engage in deep knowledge dialogues and intensive knowledge exchanges with the partner. In this paper, we clarify the elements of deep dialogues and develop a model of deep knowledge sharing and creativity. In the pilot study, we developed the constructs and measures of deep knowledge sharing and integrative understanding. In the main study, based on survey data, we showed that an employee can achieve an optimal understanding of the expertise of a dissimilar partner only when both parties simultaneously and intensively engage in deep knowledge sharing. We also found that a focal employee needs to engage in deep knowledge sharing with every other functionally dissimilar member in order to assimilate others' expertise to generate creative ideas and solutions.

[view paper \(if available\)](#)

The Impact of Newcomer Socialization on Team Creativity

Author: **Jia Yu**; Louisiana State U. Shreveport

This paper examines newcomer entry into teams and team creativity in a field setting. Unique information and perspectives brought by newcomers have been proposed to provide "fresh blood" for teams, which can benefit team creativity. However, the addition of newcomers can also disrupt the optimal team processes and reduce team effectiveness. To provide insight into the relationship between newcomer entry and team creativity, the present study bridges the socialization and team creativity literatures and shows that newcomer entry did not automatically increase post-entry team creativity. However, post-entry team creativity increased, compared with pre-entry team creativity, when coworkers engaged in helping behaviors toward newcomers or newcomers were proactive. Moreover, coworker helping behaviors and newcomer proactive personality interacted with

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

each other to affect team creativity.

view paper (if available)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

OB

The Antecedents and Influences of Servant Leadership (session 1294)

Exploring its Relationships with Perceived Prosocial Impact, Power Distance, and Servant Leadership

Jia Hu; Ohio State U.

Chih-Hsun Chuang; National Chung Hsing U.

Robert C Liden; U. of Illinois at Chicago

Volunteering as a Training Ground for Servant Leadership

Haoying Xu; U. of Illinois at Chicago

John Lynch; U. of Illinois at Chicago

Sandy J. Wayne; U. of Illinois at Chicago

Siyi Tao; U. of Illinois at Chicago

The Mediating Processes Linking Servant Leadership to OCB and Emotional Exhaustion

Dong Pei; U. of Missouri

Ann Peng; U. of Missouri

Riguang Gao; Jiangxi U. of Finance and Economics

Biyang Wang; Jiangxi Normal U.

How does Servant Leadership Equip and Focus Prosocially-Oriented Employees to Serve Others?

Chad Hartnell; Georgia State U.

G. James Lemoine; U. at Buffalo, The State U. of New York

Snehal Hora; U. at Buffalo, The State U. of New York

Daniel I. Watts; Georgia State U.

How Comparative Thinking Influences Subordinates' Feelings of Gratitude for Servant Leadership

Jiaqing Sun; U. of Illinois at Chicago

Robert C Liden; U. of Illinois at Chicago

OB

The Impact of Sleep on Work (session 1289)

The Mechanisms and Boundary Conditions Linking Sleep Duration to Work-Related Functioning

Author: Wladislaw Rivkin; Aston Business School

Author: Stefan Diestel; U. of Wuppertal

Author: Jakob Stollberger; Aston Business School

Author: Claudia Alexandra Sacramento; Aston U.

Research suggests that sleep is linked to work-related functioning. Moreover, recent studies have identified individual traits and organisational boundary conditions that modulate this relation. However, moderators identified so far are relatively stable and difficult to change for employees themselves. In addition, the mechanisms underlying the link between sleep and work remain largely unexplored. In the present study, we address these gaps by examining first, implicit theories about willpower (i.e., believing that regulatory resource availability is limited rather than non-limited) as a malleable protective resource that moderates the relation between sleep and regulatory resource availability, and second the interplay of regulatory resource availability and motivational processes in the form of basic needs satisfaction as a mechanism linking good sleep to work-related functioning. To develop our research model, we integrate notions on sleep and self-control, implicit theories about willpower, and self-determination. We test our model in two daily diary studies across 10 days with samples of N=51 (Study 1) and N=145 (Study 2) employees. Findings from both studies consistently reveal that the relation between sleep and regulatory resource availability is stronger for individuals holding a limited- as compared to a non-limited resource theory. Moreover, as hypothesized, we find mediating effects of regulatory resource availability and basic needs satisfaction on work

engagement, as well as in- and extra- role performance as indicators of work-related functioning. Subsequently, we discuss theoretical and practical implications as well as limitations of our research.

[view paper \(if available\)](#)

Procrastinate at Work, Sleep Badly at Night: How Job Autonomy Matters

Author: **Baihe Song**; The Hong Kong U. of Science and Technology

Author: **Qian Jing**; Beijing Normal U.

Author: **Bin Wang**; Curtin U., Perth

Drawing on appraisal theory and examining the detrimental effect of procrastination on sleep quality, this study extended existing literature on the outcomes of procrastination. Results of 2026 daily data demonstrated that at within-person level, day-specific procrastination is negatively related to subsequent sleep quality at night through the serial mediators of rumination and negative affect. Furthermore, we identified an important boundary condition, i.e. job autonomy, on the effectiveness of the negative influences of daily procrastination at between-person level. Specifically, job autonomy moderates the within-person effect of procrastination on rumination, such that this effect is stronger for employees with higher levels of job autonomy. In doing so, this study could enrich the findings of the negative influences of procrastination, reveal an underlying mechanism, and more importantly, show how to effectively cope with daily procrastination.

[view paper \(if available\)](#)

Sleep Architecture and Employee Burnout: A Conservation Of Resources Theory Perspective

Author: **Olivier D. Boncoeur**; U. of Texas at Dallas

Sleep is an important organizational phenomenon that operates that the cusp of employees' work and nonwork lives. The literature on sleep in the organizational literature suggests its importance in rendering employees able to come to work the next

day, filled with energy and capable of interacting with organizational stakeholders. However, this literature has evolved despite assumption that sleep is an inactive and state in which the brain is 'turned off' and that 'turning on' the brain would interrupt the restorative process. Yet, individual go through characteristic patterns of activity throughout each period of sleep, and that it is sometimes more active during asleep than when wakefulness. Drawing on the rapid-eye-movement sleep (REMS) and non-rapid-eye-movement (NREM) sleep characterizations of sleep, we theorize the centrality of REMS in decreasing employees feeling excessive demands on their resource and abilities to further invest in work employees. We draw from the insights of neuroscience to examine how REMS contributes to the recovery process that allows employees to be at work, and we integrate this to the conservation of resources theory to derive our hypotheses. We also consider the potential of daily strategies that employees engage in to conserve their resources. We find support for this model using a combination of actigraphic measures, combined with an experience sampling data. Our paper contributes to the sleep literature in management by advancing our knowledge of sleep by opening the black on the processes through which sleep enhances daily recovery, which, in turn, reduces the feeling of burnout by the employees.

[view paper \(if available\)](#)

The Reciprocal Relations Between Sleep and Procrastination

Author: **Xiaotian Sheng**; Department of Experimental and Applied Psychology, Vrije U. Amsterdam

Author: **Yang Bai**; Guanghua School of Management, Peking U.

Author: **Zhang XiChao**; Faculty of Psychology, Beijing Normal U.

From the within-person and between-person perspectives, we investigate the reciprocal relations between sleep quality/duration/regularity and procrastination. Based on the self-regulation and recovery perspectives, we examine the different mediating role of self-regulatory resources and affective rumination. Using a time-lagged diary

study, our hypotheses were tested in a sample of 149 participants who completed three times-daily surveys over a two-week period. Study results confirm our hypotheses that poor and insufficient sleep reduces individuals' next morning's self-regulatory resources, which in turn enhances procrastination behaviors. Moreover, procrastination induces negative affective rumination before going to bed, which in turn undermines the sleep quality and sleep duration at that night. As expected, we found that the effect of sleep quality was stronger than the effect of sleep duration. Finally, concerning individual differences, sleep regularity has a negative indirect effect on procrastination through the mediating role of self-regulatory resources. This result highlights the unique contribution of sleep regularity after controlling the effects of sleep quality and sleep duration. We discuss the theoretical and practical implications of our findings.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Two Sides of the Leadership Coin (session 1287)

Is Paternalistic Leadership a Double-edged Sword for Team Performance?

Author: **Tse Yao Huang**; National Chiao Tung U.

Author: **Chieh-Peng Lin**; National Chiao Tung U.

Author: **Pei-Chun Chen**; National Chiao Tung U.

Drawing upon social identity theory and the conservation of resources theory, this study proposes a research framework to reconcile the arguments in previous findings regarding how paternalistic leadership affects team performance. Data from working professionals across 66 high-tech teams in Taiwan were analyzed. The empirical results of this study demonstrate authoritarianism as a double-edged sword for team performance in which authoritarianism positively relates to team performance through team identification but negatively relates to team performance through emotional exhaustion. At the same time, morality

OB

MOC

OCIS

When Teams Consist of More than Humans: On Teaming Up with Robots and AI in Workplaces (session 1299)

Humans increasingly interact with artificial agents (Hortensius and Cross, 2018), intelligent technologies able to receive and interpret inputs and communicate with humans. Collaborative robots, intelligent personal assistants, chatbots powered by artificial intelligence, and other such technologies become intertwined in social and economic relationships (Rahwan et al., 2019; Shiller, 2019). For organizations, the introduction of artificial agents implies changes in the ways humans work across individual, group, and organizational levels. Consequently, our understanding of these multi-level processes has to evolve to account for these changes (Amabile, 2019; Chan, 2019; von Krogh, 2018). Organizational scholarship needs to integrate

positively relates to team performance through team identification, whereas benevolence positively relates to team performance through emotional exhaustion. Based on the findings, theoretical implications, managerial implications, and research limitations are discussed.

view paper (if available)

The Dark Side of High-Quality LMX: Relational Tensions and Their Impacts on Members (WITHDRAWN)

Author: **Lusi Wu**; U. of Electronic Science and Technology of China

Author: **Brian R. Dineen**; Purdue U.

Author: **Lu Chen**; U. of Electronic Science and Technology of China

As one of the most popular approaches to study leadership, the leader-member exchange (LMX) theory focuses on the dyadic relationship between a leader and a member (Gerstner & Day, 1997; Graen & Uhl-Bien, 1995). Characterized by trust, support, loyalty, and commitment (Uhl-Bien & Maslyn, 2003), high quality has been documented to produce many positive outcomes, such as higher job satisfaction, organizational commitment, in-role and extra-role performance, and lower levels of stress (Dulebohn et al., 2012; Gerstner & Day, 1997). The beneficial aspects of high-quality LMX to high-quality LMX members dominate the LMX literature. Though it is intriguing to believe that high-quality LMX does only good to members, there may be more to the story. Drawing on Relational Dialectics Theory (DRT), which posits that interpersonal relationships are by nature paradoxical (Baxter, 1990, 2004; Montgomery & Baxter, 1998), this research investigated relational tensions members experience in high-quality LMX and their effects on members across three studies. We identified six types of relational tensions high-quality LMX members experience using grounded theory approach, developed a scale to measure them, and examined how they influence members' relationship attitudes using survey data. Our research illuminates the potential costs for members in high quality LMX, providing a more comprehensive understanding of LMX.

view paper (if available)

the insights from human-robot and human-computer interaction literatures that have made a significant contribution to our knowledge of human-artificial agent collaboration. In this symposium, we initiate the discussion around the changing teamwork and the impact of artificial agents. Introducing several papers that integrate cross-disciplinary insights, our symposium contributes to the understanding of processes in mixed human-artificial agent teams.

Creativity of Human Teams in the Presence of an Artificial Agent

Daria Morozova; HEC Paris

Mathis Schulte; HEC Paris

Creative AI and Human-AI Team Performance

Ravi Mehta; U. of Illinois at Urbana-Champaign

Deepak Somaya; U. of Illinois at Urbana-Champaign

Lav Varshney; U. of Illinois at Urbana-Champaign

Teaming Up with Information Agents

Jurriaan Van Diggelen; The Netherlands

Organisation for Applied Scientific Research

Wiard Jorritsma; The Netherlands Organisation for Applied Scientific Research

Bob Van Der Vecht; The Netherlands Organisation for Applied Scientific Research

The Landscape of Humanlike Robots and Its Impact on Human Inferences of Machine Intelligence

Xuan Zhao; U. of Chicago Booth School of business

Elizabeth Phillips; United States Air Force Academy

Bertram Malle; Brown U.

Robots in Knowledge Intensive Organizations: Complementary and Human Capital Resource Perspective

Chou-Yu Tsai; Binghamton U.-State U. of New York

Jason Marshall; Binghamton U.-State U. of New York

Rory Eckardt; Binghamton U.-State U. of New York

Cynthia Kay Maupin; Binghamton U./SOM

Andra Serban; Virginia Commonwealth U.

Shelley D Dionne; Binghamton U.-State U. of New York

Bitter Sweet Brightness: The Impact of CEOs' Bright Personality Traits on Corporate Fraud

Author: **Moritz Hagen**; FAU Erlangen-Nürnberg

Author: **Christina Wittmann**; FAU Erlangen-Nürnberg

Author: **Jan Mammen**; Friedrich-Alexander U. of Erlangen-Nürnberg

Author: **Sebastian Junge**; U. of Erlangen-Nuremberg

Recent corporate scandals entail tremendous consequences for firms and their stakeholders, encouraging scholars from various research fields to investigate motives for such behavior. Continuing in this vein, we examine the impact of CEOs' bright personality traits ('Big- Five') on the corresponding propensity to engage in corporate fraud. Applying an innovative linguistic analysis, more precisely an open vocabulary approach followed by neural networks, on transcripts of earnings conference calls, we measure the personality of 186 CEOs of S&P 500 firms in the years 2002 to 2017. We find that the levels of conscientiousness and neuroticism are positively related to the likelihood to commit corporate fraud. By counterintuitively connecting bright personality traits with detrimental company outcomes, we contribute to upper echelons theory and literature on personality traits.

[view paper \(if available\)](#)

Mixed Blessing of Supervisor-Subordinate Guanxi: Double-Sword Mechanism from an Inequity Perspective

Author: **Wei Fan**; East China Normal U.

Author: **Hanji Xie**; Sun Yat-Sen U.

Author: **Yacen Cai**; East China Normal U.

Author: **Xuan Zheng**; East China Normal U.

Author: **Meng Hui**; -

Author: **Xiaowei Guo**; Shanghai U. of International Business and Economics

Using an inequity perspective of over-reward under social exchange theory, the current research (1) develops a new construct, i.e., guanxi practice on punishment avoidance (GP-PA); (2) focuses on the double-sword mechanism (i.e. guanxi practice on reward acquisition, GP-RA, and GP-PA) through which subordinates with supervisor-subordinate guanxi (SSG) could perform both positive and

Malte Friedrich Jung; Stanford U.

Tsung-Yun Ho; Cornell U.

SYMPOSIUM

ASYNCHRONOUS

negative behaviors simultaneously; and therefore (3) distinguish supervisor-subordinate guanxi from leader-member exchange (LMX) according to the exclusive mechanism the former depends on to benefit the preferred subordinates. The results from the 363 Chinese supervisor-subordinate dyadic data collected in three waves indicated that (1) subordinates with better SSG could obtain the privilege allowing them either achieve valuable resources or seek immunity from the punishment, the former encourages the beneficiaries to display more citizenship behaviors toward both the organization and other colleagues, while the latter entices the preferred subordinates to engage in more deviant behaviors toward organization rather than interpersonal deviance; (2) unlike SSG, LMX could only benefit the preferred subordinates by rewarding extra resources, which prompting more citizenship behaviors, but not protect them from punishment, therefore suppressing undesirable behaviors. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

OB

Workplace Incivility (session 1285)

[A Meta-Analytic Examination of the Effects of Workplace Incivility on Discretionary Work Behaviors](#)

Author: **Soojung Han**; California State U., Los Angeles

Author: **Crystal M. Harold**; Fox School of Business, Temple U.

Author: **In-Sue Oh**; Fox School of Business, Temple U.

Author: **Joseph Kim**; Fox School of Business, Temple U.

Despite numerous research findings supporting the deleterious effect of experiencing workplace incivility on employee discretionary work behaviors, our theoretical understanding of the psychological mechanisms that underlie these relationships is

OCIS

Managing IT for Successful Outcomes (session 1302)

[Unravel the Black Box between Fear and Security: Coping Behavior: The Role of Learning from Failure](#)

Author: **Chengqi (John) Guo**; James Madison U.

Leadership and organizational learning theorists have argued that psychological safety is associated with learning from failures at all three levels - individual, group, and organization. Meanwhile, behavioral information systems (IS) security researchers have produced various frameworks to explain individuals' psychological and behavioral responses to security threats and risks. Their findings, however, do not explain how learning from failure - a critical factor for improvements at multiple levels - unfolds in the IS security paradigm where fear plays a key role in exerting impacts on

relatively piecemeal. The major purpose of the current meta-analysis is to clarify the relationships between workplace incivility and discretionary work behaviors and their intervening mechanisms. Drawing from social exchange theory, affective events theory, and self-regulation theory, we examine three related yet distinctive psychological processes – i.e., social exchange quality, negative emotional reactions and psychological strain – that transmit the effects of experienced workplace incivility on two types of discretionary work behaviors – i.e., organizational citizenship behavior (OCB) and counterproductive work behavior (CWB). A meta-analytic path analysis based on the current study's meta-analytic findings ($k = 128$) and relevant existing meta-analytic findings indicates that the negative relationship between workplace incivility and OCB is not direct, but primarily mediated through social exchange quality and, to a lesser extent, negative emotional reactions. In contrast, the positive relationship between workplace incivility and CWB is not only direct but also mediated through negative emotional reactions, and, to a lesser extent, social exchange quality and psychological strain. Implications of these findings for relevant theory and practice will be discussed along with study limitations and future research directions.

view paper (if available)

Workplace Incivility: An Integration of Affective Events Theory with Approach-Avoidance Framework

Author: **Egan Lua**; Georgia Institute of Technology

In this article, I integrate Affective Events Theory with the approach-avoidance framework to develop a unifying theoretical model that interconnects experienced, witnessed, and instigated incivility. Incidents of workplace incivility are conceptualized as affective events that elicit different discrete emotions (anger, guilt, fear/anxiety, and sadness) for each individual – the target, the observer, and the instigator. These discrete emotions, in turn, lead to the individual's approach and avoidance-oriented behaviors in response to the uncivil event. Next, I propose that different cognitive coping strategies can buffer or amplify the impact of emotions on

individuals' emotional state and subsequent behavioral manifestations. We propose that a cross-paradigmatic examination of the theoretical underpinnings of psychological safety, fear, leadership roles, and threat-response appraisal may benefit our academic society, who continuously seeks innovative ways to elucidate befuddling, sometimes conflicting, security-based behaviors. We theorize how the presence of moderate fear stimuli, in conjunction with psychological safety, may augment learning performance and thus positively affect the security coping intention and behavior of information workers. We also initiated a discussion of moving beyond the dichotomy of what we learn better from - success vs. failure, by suggesting that an organic permutation of learning from success and failure experiences, if carefully assessed and calibrated, appears to serve our best interests.

view paper (if available)

The Effect of IT Resource Orchestration on Strategic Behaviors

Author: **Inmyung Choi**; Texas Tech U.

Author: **Alain Pinsonneault**; McGill U.

Author: **Kunsoo Han**; McGill U.

This study explores how conformity and differentiation in IT resource management influence the strategic behaviors of firms drawing upon the institutional theory literature. Prior studies have suggested two competing arguments (i.e., institutional isomorphism and strategic differentiation) and examined whether conformity or differentiation in IT resource deployment provides superior market performance. This study reconciles these two countervailing views and suggests a specific way that firms can conform to industry isomorphism and differentiate themselves simultaneously in deploying IT resources. Specifically, we introduce a novel concept, IT resource orchestration, which captures how a firm differentiates its IT resources compared to industry peers over time. Using a sample of 1,854 firm-year observations from the United States, we find that IT resource orchestration is associated with differences in the strategic behaviors of firms. Further, our results indicate that a firm's business environments moderate the relationship between

those behaviors. Finally, I discuss the implications of the model and propose future research directions.

[view paper \(if available\)](#)

Workplace Incivility and Deviant Silence: The Role of Moral Attentiveness

Author: **Ghulam Murtaza**; Kedge Business School, France

Author: **Rahman Khan**; Iqra U. Karachi, Pakistan

Author: **Jean Pierre Neveu**; U. de pau et des pays de l'Adour

In the present study, we examine the reciprocal relationship between employees' perceptions of workplace incivility and their deviant silence. We also explore the moderating role of moral attentiveness on this relationship. Utilizing three-wave longitudinal data from 297 full-time employees working in different industrial sectors in the United States, we find support for the reciprocal model as the best fit to the data, thus validating relationships over time between our study variables. Taken together, our results suggest that workplace incivility at T1/T2 significantly predicted deviant silence at T2/T3. The results also reveal that deviant silence at T1/T2 significantly predicted workplace incivility at T2/T3. Importantly, we found that reflective but not perceptual moral attentiveness significantly reduced the negative influence of workplace incivility on deviant silence in subsequent time periods.

Keywords: workplace incivility, deviant silence, moral attentiveness, reciprocal model

[view paper \(if available\)](#)

Replications Further Examining Workplace Incivility Perceptions based on Personality Characteristics

Author: **M. Gloria Gonzalez-Morales**; Claremont Graduate U.

Author: **Yannick Provencher**; U. of Guelph

Author: **Sergey Mazuritsky**; U. of Guelph

Author: **Peter Hausdorf**; U. of Guelph

This paper aimed to replicate the findings from Sliter, Withrow, and Jex (2015) examining the

its IT resource orchestration and strategic behaviors. Overall, our research implies that orchestrated IT resources are useful for generating and supporting firms' strategic behaviors without undermining their institutional legitimacy and competitive advantage.

[view paper \(if available\)](#)

Curbing Cyberloafing: Studying General and Specific Deterrence Effect with Field Evidence

Author: **Przemyslaw G. Hensel**; U. of Warsaw

Author: **Agnieszka Kacprzak**; U. of Warsaw

Although the General Deterrence Theory has frequently been employed to study the prevention of misconduct associated with computer use, the common reliance on survey data makes it difficult to measure the general and specific deterrence effects. We use one-group pretest-posttest quasi-experiment based on data from a monitoring system covering 230 employees for nine months to study general and specific effects of two interventions: the reminder about possible punishment of cyberloafers and the actual punishment. The interrupted time series analysis (ITSA) with ARIMA modelling employed to study the longitudinal effects of the interventions allowed to deliver novel findings. Punishing the violators of organizational policy affected both the punished and unpunished employees (decrease in cyberloafing by 41% and 24%, respectively). The effect was maintained for three months, that is until the end of our dataset. The punishment had a stronger effect on unpunished employees located closer in the organizational structure to the punished ones than on the remaining unpunished employees. Moreover, we show that reminder about the possibility of punishment brought no statistically significant effect, likely due to the earlier experience of punishment avoidance. We discuss implications for theory and designing organizational policies intended to curb cyberloafing.

[view paper \(if available\)](#)

Lean Principles for Developing Information Systems: Evidence from Health Crisis Management

influence of personality characteristics on how individuals perceive uncivil behaviors in the workplace. The original study found that trait anger, and unexpectedly positive affect, were the strongest predictors of perceived workplace incivility. In addition, it failed to support the hypothesized relationships between perceived incivility and agreeableness, emotional stability and negative affect. To assess success of replication, we used four different criteria (prediction intervals, original study confidence interval, replication confidence intervals, and significance testing) in an independent literal replication (student sample) and an independent constructive replication with a sample of employed participants. In both replications, positive affect and trait anger were the strongest predictors of perceived workplace and replicated across the four success criteria. The constructive replication found different effect sizes of negative affect, agreeableness, and emotional stability, providing some support for the original hypotheses that were not supported in the original study. Finally, the findings related to openness, conscientiousness and extraversion were inconsistent across studies. Taken together these replications suggest the need to continue exploring the role of personality traits in incivility perceptions with constructive replications that provide methodological improvements beyond improving the sampling.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Author: **Michael Mueller-Peltzer**; Albert-Ludwigs-U. Freiburg

Author: **Stefan Feuerriegel**; ETH Zurich

Author: **Dirk Neumann**; Albert-Ludwigs-U. Freiburg

Up to 70% of all organizational undertakings to realize information systems (IS) turn out as failures or at least flawed. This severely hampers the benefits of IS and thus the IS research disciplines must provide effective remedies. The IS and management communities have advanced practices for the development of IS, such as agile software development. However, they guide development only towards the point of delivery through a development team, while it is not their objective to harmonize the IS in its full socio-technical context of an emergent organization. There is a lack of research about how to conduct IS development in a real-use environment that changes and yet requires stability. These open issues are addressed by this work. Using a mixed-methods approach, we develop principles that support IS practitioners in maneuvering the organizational and technological development process that stretches from making design choices to managing usage of the IS to ensure fit and organizational utility. The principles are inspired by lean paradigms from management practice and regarded through the lens of affordances. This study formalizes them to guidelines for IS development; thus, we call them "lean IS". The resulting framework reconciles the opposing activities of systematization and flexibilization in evolutionary development cycles. Our lean principles for IS are demonstrated in the challenging setting of an international health crisis where we show how an IS can evolve from a minimum viable design to a fully scaled implementation balancing contextual flexibility and central standards.

[view paper \(if available\)](#)

**Managerial IT Capabilities in the Upper Echelons:
The Role of the Chief Information Officer**

Author: **Robin Wagner**; Westfälische Wilhelms-U. Münster

Information technology (IT) is fundamentally transforming and challenging businesses across all

industries, creating the need for managerial IT capabilities in the firm's upper echelons to coordinate and drive strategic business value creation through IT. In this context, information systems research has extensively described the Chief Information Officer's (CIO) role and responsibilities based on mostly qualitative studies. However, the contingencies affecting CIO presence in the firm's upper echelons are still not well understood. Drawing on the IT capabilities perspective and the resource-based view of the firm, our study addresses this gap in research and argues that CIO presence in the firm's upper echelons is contingent on the interplay of managerial IT capabilities and IT task demands. To test our hypotheses, we use a cross-industry panel of U.S. S&P 500 firms. We contribute to information systems and strategic management literature by extending research on managerial IT capabilities in the upper echelons, by validating contingencies of CIO presence identified in prior contributions, and by developing guidelines for practitioners on how to represent managerial IT capabilities in their upper echelons.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OCIS

Post-Adoption and Use of Technology (session 1301)

Digitalization and Government Corruption in Developing Countries: Towards a Framework and Research Agenda

Author: **Atta Addo**; Surrey Business School

Author: **PK Senyo**; Southampton Business School

Research focusing on the nexus between digital technologies and government corruption in developing countries has reported mixed findings and painted an incoherent picture. Through a review of 90 relevant studies published over the last two decades we develop an inductive framework that connects 7 defining themes: (1) the broader socioeconomic context of developing countries (2)

ODC

Exploring Organizational Change in Cultural Context (session 1303)

Organizational Discourse and Change in Japan: Practicing Between Generative and Dominant Discourses

Author: **Makoto Nagaishi**; Chukyo U.

The major objective of this article is to respond to Grant and Marshak's (2011) call for a move towards change perspectives that emphasize the generative nature of discourses, narratives, and conversations and how change practitioners discursively facilitate the process in Japanese organizational culture. This paper attempts to investigate the question, "Can we specify the conditions and sources which make generative conversations emerge and may lead to a

anti-corruption strategies and strategizing in developing countries (3) digitalization processes (4) strategic role of digital technologies and modalities of anti-corruption change (5) formative structures of government organizations (6) barriers within government organizations and (7) positive and negative effects of digitalization on corruption. Deriving from this framework, we highlight under-researched concerns and outline a research agenda to (1) clarify the links between anti-corruption strategizing and digitalization interventions (2) explicate the materialization of corruption in specific organizational domains, work systems, and processes in developing countries, their embedded nature in the organizational and broader context, and the modalities by which digitalization comes to affect or be affected by it (3) uncover digitalization enabled capabilities and dynamic capabilities in the fight against corruption and (4) embrace methodological diversity such as more processual and long-term studies; ethnographic studies, and methods that bridge quantitative and qualitative insights by exploring novel measures and evidence sources.

[view paper \(if available\)](#)

Immersive Virtual Environments in Organizational Routines of an Architectural Office

Designated as a "Best Paper" for OCIS

Author: **Christian Kasper Hofma**; Copenhagen Business School

Author: **Arisa Shollo**; Copenhagen Business School

Author: **Ioanna Constantiou**; Copenhagen Business School

Popularized under the name of virtual reality (VR), virtual environments (VEs) are increasingly gaining traction. However, current research on immersive VEs has focused mainly on the individual level, overshadowing the organizational context, while black-boxing the technology that facilitates the immersive VEs (i.e. head-mounted displays). Hence, we draw on a longitudinal case study to investigate the interaction between head-mounted displays and organizational routines. Employing insights from organizational routines and Leonardi's (2011) imbrication lens we demonstrate how head-mounted displays interact with organizational

successful change effort in Japan?" The preliminary inquiry into the question indicates that the generative change process convinces change sponsors that changing the dominant discourses and welcoming alternative ones can lead to the long-term development of the organizations and themselves. With respect to the sources of alternative discourses, while psychological safety and trust in the external authority figure are generally required, the importance of the players' survival anxiety and talent diversity may vary across the broad contexts on which organizations depend. The development of the discourse-based change framework with applications to the concepts of a political sensemaking approach and economic sociology is also emphasized in this context.

[view paper \(if available\)](#)

Commiseration: A Chinese Way to do Anger Management in a Context of Leadership at Work

Author: **Jean Sebastien Goulet**; HEC Montreal

This research is to understand how Chinese managers manage their anger when they exercise leadership over a subordinate and feel anger towards this person. On the empirical side, this research innovates since the results and the analysis are based on interviews conducted with Chinese managers in top senior positions. With such high-quality of the sample, this research covers a gap identified with most previous researches on the topic of leadership in China, which were done with lesser or inexperienced people. On the theoretical side, our interpretation of the results leads us to propose a new mechanism called commiseration as a way Chinese managers manage their anger at work. Also, on the practical side, we believe that a better understanding of these mental processes will help managers here and there to have a different perspective on this emotion, and thus improve their leadership in conflictual situations.

[view paper \(if available\)](#)

Acting without Action: Connecting Chinese and Western Perspectives on Momentum

routines. We highlight the materiality of immersive VEs and provide an alternative explanation for why immersive technologies are not used more frequently. We also identify negative and positive consequences of the use of immersive VEs on architectural organizations.

[view paper \(if available\)](#)

"From One of Us to Us": Developing a Theoretical Model of Collective Deviance in IS

Author: **Gabriela Labres Mallmann**; U. Federal do Rio Grande do Sul

Author: **Andreas Eckhardt**; German Graduate School of Management & Law (GGS)

Author: **Antonio Carlos Gastaud Macada**; U. Federal do Rio Grande do Sul

Deviance-related behaviors like violations of Information Systems (IS) policies are increasingly common in organizations. These situations of non-compliance with IS policies are subject to various mechanisms inside workgroups, suggesting the collective-level as an important supplement to individual-level explanations to understand deviant acts in the workplace. We rely on social psychology and criminology literature to address collective deviance and to explain its importance for IS research. Our purpose is to investigate the mechanisms behind the deviant behavior among workgroup members, uncovering reasons for the dissemination of collective deviance within organizations and offering a theoretical model that explains the phenomenon. We performed a qualitative study with an exploratory perspective by interviewing members of 5 workgroups deviating from IS policies. The results show that collective deviance immediately disseminates after introduction, emerges as predominant group norm, and indefinitely continues over time in an uninterrupted way despite changes in group size and membership.

[view paper \(if available\)](#)

Pathways of Enactment to and from Organizing Visions: Evidence from 3 Countries' Embrace of

Author: **Runtian Jing**; Shanghai Jiao Tong U.

Author: **Mia Raynard**; WU Vienna U. of Economics and Business

Momentum is increasingly recognized as having a significant influence on the success or failure of organizational change efforts. Despite a proliferation of research on momentum, the plurality of perspectives has generated a rather compartmentalized understanding of social mechanism of momentum. In this article, we draw upon Eastern philosophical and management traditions to identify conditions under which seemingly contradictory explanations may be reconciled, and develop a cognitive-configuration model of momentum that advances understanding of the interrelationships amongst momentum, human agency, and organizational change. The model foregrounds an "indirect" form of change agency, wherein change agents recognize, assess, and leverage momentum as a substitute for direct interventions. We articulate three momentum-based strategies for enacting organizational change, each of which implicates a different role for change agents and varying degrees of momentum affordance.

[view paper \(if available\)](#)

Pushing and Pulling Organizations to Paradigm Shift: Taking Direction from Indigenous Imagery

Author: **Kiri Dell**; U. of Auckland

Author: **Chellie Margaret Spiller**; Waikato Management School

Author: **Nimbus Staniland**; Auckland U. of Technology

In a world facing increasing global challenges such as climate emergency, wildlife extinction, pollution and poverty, most people recognise the dire need for fundamental societal change, yet, we are struggling to respond at a pace required to effect healing transformation. The paper offers two contributions, firstly an articulation of Indigenous-Maori images of the organization and secondly, we demonstrate how Indigenous ontologies and epistemologies, specifically seen here through Indigenous imagery contribute to shifting the paradigm of management and organizational

ICT4D

Designated as a “Best Paper” for OCIS

Author: **Caroline Stratton**; Florida State U.

Author: **Diane E. Bailey**; Cornell U.

Through an in-depth field study of information and communication technologies for development (ICT4D) initiatives in three South American countries, we investigate how actors’ responses to prior discourses about IT innovations prompt variation in how they translate discourse about a current related innovation. Drawing upon Swanson and Ramiller’s (1997) theorization of an “organizing vision” resulting from such discourse, and developing their idea that organizing visions may fall in a sequence, we document striking differences among what we term “pathways of enactment” of the ICT4D organizing vision. Construing a pathway of enactment as a series of discourse events, technology choices, and ground-level organizing activities, we show how actors’ responses to prior organizing visions placed them in stronger or weaker positions when they encountered the ICT4D one. Actors in the strongest positions were able to participate prominently in the global ICT4D discourse and leverage their prior technological choices and ground-level organizing activities to exploit the potential of the ICT4D discourse while actors in the weakest positions had no voice in the larger ICT4D discourse, but did manage to leverage it into resources that supported modest new IT initiatives. Tracing the sources of variation in pathways of enactment should enable us to build theory about organizing visions (and, more broadly, collective senses of IT) that recognizes linkages across sequential innovations. Specifically, we discuss how scholars can begin to account for the role that prior organizing visions might play in shaping the set of technology choices and ground-level organizing activities that actors undertake with respect to a current one, including recognition that actors within a network may differ in their prior responses and thus be positioned differently upon contact with the current organizing vision.

[view paper \(if available\)](#)

[How to Avoid Falling into Death Spiral: Switching and Multihoming Behaviours in Two-Sided](#)

knowledge and practice. In doing so we address how nations might shift organizational paradigms in order to help tackle challenging problems and achieve healing transformation. We present seven Indigenous (Maori) metaphors for organizations: Papatuanuku (personification of nature), kaitiaki (organizations as guardians), whanau (familial networks), taonga tukuiho (legacies), waka (navigators), raranga (weaving), and Maui (innovators). In doing so, we demonstrate how Maori knowledge has had an immense influence on New Zealand management and organizational practices, and signals the beginnings of a paradigmatic shift in the organizational landscape. We discuss the notions of pushing down and pulling up Indigenous imagery as a form of paradigm shifting, which taken up in other contexts presents potential for global transformation.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Platforms

Author: **Nastaran Hajiheydari**; U. of Sheffield

Author: **Mohammad Soltani Delgosha**; UWE Bristol

Two-sided platforms are increasingly faced the challenge of managing their customers' diverse needs in both sides, while keeping their network balanced and sustainable. This paper develops a conceptual model for examining the customers' decision about switching or multihoming in using on-demand labour platform, either as a consumer or as an individual service provider. To configure our theoretical framework, we incorporated PPM (Push-Pull-Moring) model as a basic theory in migration and role theory as a logic to describe distinguished roles of platform customers. Analysing 472 platform consumer data and 342 service provider samples revealed interesting insights about the salient antecedents of switching and multihoming behaviours. Theoretically, this study extends the extant literature in switching behaviour in platform context by investigating the influential factors in each side of platform, while examining multihoming as a common practice in this context. Practically, we propose a deeper understanding about how platform firms can apply different policies to reduce the effect of unfavourable features, counteract the appealing impacts of alternatives, and simultaneously increase the lock-in mechanisms for both groups of customers.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OMT

SIM

SAP

Cooking the Books? Four Manuscripts on Wall Street Management and Mismanagement (session 1313)

Finalist for the OMT Division Best Symposium Award

As much as financial markets are nowadays dominated by institutions such as banks, funds,

OMT

Inequalities and Discrimination in the Labor Market (session 1309)

Organization of Production and Labor Income Inequality

Author: **Vicente Salas-Fumás**; U. of Zaragoza

Author: **Luis Medrano-Adan**; CUD Zaragoza

This paper investigates how and why the organization of production (relative sizes of

exchanges, or central banks, the management literature has lacked a direct focus on the organizational dimension of financial markets. As a result, there is unique potential for new management analyses of Wall Street that draw on management constructs and traditions such as sensemaking, institutional theory, practice theory, and materiality. We believe that management scholars can provide important insights into the 'grand challenge' of making financial organizations a force for good. The present symposium aims to advance along this path by showcasing the potential for management scholars to make a central contribution to our understanding of the financial sector. All four selected contributors build on the core idea that finance is comprised by organizations and thus shaped by organizational processes and practices — hence, worthy of being explored by management scholars. The symposium introduces a key novelty in its format. All four research projects showcased in it are related to books, whether in the form of monographs or edited volumes. The decision to bring together four book authors stems from a growing interest in research books in management. Thus, in this symposium, we also invite a reflection on the distinct advantages and possibilities of research monographs as scholarly outlets.

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

occupational groups, distribution of firm sizes), can be correlated with measures of income inequality (GINI, income in the top 1%) in market economies, where individuals with different skills make occupational choices as employees, solo self-employed, or entrepreneur-managers. We identify the parameters of the production technology, the organizational costs, and the distribution of skills in the population that jointly determine the size of occupational groups and the level of inequality in the distribution of income in the market equilibrium. The comparative static analysis reveals the contribution to income inequality of "market" and "organization".

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Innovation in High-Tech and Cultural Industries (session 1304)

Product Experience and Learning to Identify Opportunities: Evidence from Mobile App Developers (WITHDRAWN)

Author: Amy Zhao-Ding; INSEAD

This paper examines how firms identify opportunities from their product development experience and how such learning affects the launch of subsequent products. I develop a theoretical framework that focuses on how the breadth and depth of experience provides information on

OMT

Open Organizing, Roles, and Collaboration for Creativity (session 1306)

From Sonnets to Statistics: How Open Scientists Leverage Occupational Heterogeneity for Change

Author: Maximilian Heimstädt; Weizenbaum Institute

Author: Blagoy Blagoev; Leuphana U. Lüneburg

Occupations and their transformation have received only little attention in research on open organizing. To address this shortcoming, we advance a vernacular view on openness and use it to

opportunities in uncertain environments. Specifically, I created the concept of functionality that captures what purposes firms' products provide for the customers. I predict that product experience allows firms to learn about the underlying functionalities and they use such information to guide subsequent product launches. Using fine-grained data on mobile application developers in the US Apple Store ecosystem, I find that firms with greater functionality breadth in their prior product experience are more likely to launch new product, and the effect is largely in firms' core functionalities rather than peripheral and new ones. In particular, these new product launches tend to highlight more of these core functionalities as opposed to recombining with new functionalities. These findings suggest that in uncertain environments, experience breadth has the surprising merit of enabling firms to gain greater clarity in their core functionalities through establishing the boundaries and connections of different functionalities.

[view paper \(if available\)](#)

Going it Alone or Partnering? Collaboration, Visibility, and Quality in the Video Game Industry.
Author: **Elisa Operti**; ESSEC Business School
Author: **Jerome Barthelemy**; ESSEC Business School

This paper proposes a role theoretic approach of inter-organizational collaboration in cultural industries. Complementing traditional resource-based arguments with identity considerations, we explore how the separation or consolidation of production and distribution roles affects the visibility and quality ratings of cultural products. We contend that roles primarily serve two functions in cultural industries. First, they grant access to resources. When roles are separated, each organization can access specialized resources and use them to target a different audience. Thus, products resulting from role separation are more visible than those launched by integrated creative producers or integrated distributors. Second, roles provide a basis for social categorization, and determine the criteria used by audience members to evaluate products. Role consolidation provides unambiguous evaluation cues, whereas role separation engenders ambiguous identity

empirically examine how the open science community in Germany addresses a typical challenge of occupational change: occupational heterogeneity. We deepen current understandings of open organizing by theorizing the vernacular lens as a complement to the programmatic and constitutive views. It allows us to analyze openness as a practical resource for organizing rather than as a mandated principle or an imprinted value. We further theorize identity inception work as a set of activities that facilitate peer-driven change in heterogeneous occupations. Identity inception work creates a supplementary and versatile "add-on" identity that can be easily attached on top of a primary identity as specialist in a sub-discipline of academia, but in subtle ways commits its carriers to an increasing number of open practices.

[view paper \(if available\)](#)

Standing on the Shoulders of Giants: How Star Scientists Influence their Co-Authors (WITHDRAWN)

Author: **Nathan Betancourt**; Amsterdam Business School, U. of Amsterdam

Author: **Torsten Jochem**; U. of Amsterdam

Author: **Sarah M. G. Otner**; Imperial College Business School

Despite prior research that supports the link between collaborations with star scientists and their co-workers' productivity, empirical findings on this relationship are surprisingly mixed. To address this, we theorize and empirically disentangle two mechanisms through which star peer effects can occur: a collaboration can convey a direct peer effect by acting as a pipe, through which ideas and knowledge are conveyed from a star to her co-workers, or an indirect peer effect by acting as a prism, meaning that a collaboration with a star signals the quality of her collaborators' work to others. To investigate this, we examine the effect of collaborating on scientific publications with a star who either won, or was nominated for but did not win, the Nobel Prize in Physics. We use the death of a star to isolate pipes and do not find that the co-authors of Nobel Prize winners publish fewer articles than the co-authors of Nobel Prize nominees. Isolating prisms, we find that the articles

expectations. Thus, products resulting from role consolidation are characterized by higherratings. We test our hypotheses using a novel dataset of video games launched globally between 1980 and 2011. We complement these results with field interviews, drawing implications for the division of labor in cultural industries in the digital era.

[view paper \(if available\)](#)

Creativity: The Interplay of Structural and Individual Characteristics

Author: **Jobin Ordoobody**; Tilburg U.

In this study, I examine creativity (i.e. experts' consensus over novelty of production) as the result of interplay between individual background and structural properties. More precisely, I try to investigate whether and how network positions interact with individual focus to determine creativity. The findings of the study will indicate, for example, whether a filmmaker who can broker ideas of other film professionals is most creative when focused on a specific genre (Western) or role (directing). I contend that while network position reveals (or constrains) opportunities for enhancing creativity, individuals have agency in choosing types and aspects of production that would enable them to recognize and make use of those opportunities. As such, this study departs from purely structural explanations of creativity which posit a deterministic view. The context of the study is the American film industry with a focus on feature film titles distributed in the 90s and early 2000s

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

of the co-authors of Nobel Prize winners that were published prior to the focal co-author's first collaboration with the winner receive a citation boost after the Nobel Prize is awarded, relative to the co- authors of Nobel Prize nominees. Using an innovative measure of the recognition of pioneering research, we find that this difference in citations causes articles written by the co-authors of Nobel Prize nominees to experience a delay in recognition. Our results clarify how stars contribute to their co-workers' productivity and provide evidence of the benefits that can arise from indirect peer effects.

[view paper \(if available\)](#)

Lone Geniuses Or Collaborative Pairs? Formal Role Separation to Enhance Organizational Creativity (WITHDRAWN)

Author: **Isabella Pozzo**; Bocconi U.

Author: **Paola Cillo**; Bocconi U.

Author: **Frederic Clement Godart**; INSEAD

Drawing from the literature on formal roles and organizational creativity, we tested whether formal role separation between creative and business functions at the top of organizations enhances their creativity and under which conditions such separation has a significant impact. While the "role as resource" approach sees in functional separation a way to combine diverse claims and access various forms of capital, we investigate its link with the generation of novel and useful outcomes. In the setting of high-end fashion houses, we found that when two distinct individuals filled the formal roles of creative director and CEO, organizational creativity was significantly higher. Organizational creativity is especially enhanced in cases of formal role separation when the creative director works on multiple projects because this improves specialization and gives more freedom to creative directors to experiment with novelty. Besides, companies, whose creative director and CEO started working for them at the same time, show superior creativity results. We found no evidence that formal role separation is beneficial for the focal firm's creativity when its creative director works for multiple companies. Our findings suggest that when companies face multiple goals, like creative organizations, having a clear formal role

configuration is beneficial to organizational creativity.

[view paper \(if available\)](#)

Digital Curation as a Catalyst for Open Organizing: Brokering Meaning, Relationships, and Emotion

Author: Elizabeth Long Lingo; Worcester Polytechnic Institute

While a rich body of scholarship illuminates the inherent conflict and paradoxes of open organizing and open strategy processes, how low-power actors might advance open organizing to exert control over their organization's strategic decisions remains a black box. In this paper, I present findings from an inductive study of 40,000 social media posts and comments from the Save Market Basket Facebook page to develop a theory of digital curation—how actors leverage their brokerage role to select and interpret digital material (e.g., digital videos, online news reports, others' social media contribution, emails, etc.) to shape meaning, relationships, and emotion among disconnected parties. My paper 1) contributes to scholarship on open organizing and brokering by illuminating how digital curation of meaning, relationships, and emotion enables low-power individuals to advance open organizing and exert control over strategic decisions affecting their organizations; 2) illuminates how contests over meaning and control in open organizing are navigated through digital curation; and 3) provides insight to the role of emotion in both the brokerage and open organizing literatures.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Organizational Crisis and Control (session 1310)

Organizational Crises and Potential In-Group Members' Anticipated Social Identity.

OMT

Paradox and Tensions in Organizations (session 1308)

Paradoxical Learning: A Process Study of Firefighting Innovations

Author: **Greta Onken-Menke**; WWU Münster
Author: **Ghita Dragsdahl Lauritzen**; Technical U. of Denmark
Author: **J. Nils Foege**; WWU Münster

This study examines how potential employers shape potential employees' social identity before joining the organization. Drawing on social identity theory and signaling theory, we argue that potential in-group members (potential employees) follow a routine similar to that of in-group members (employees) when assessing the value of organizational membership for their self-concepts. Our study uses organizational crises as identity-threatening events to investigate whether and how they influence potential employees' anticipations about social identity, as well as their perceptions of the organization's attractiveness. Empirical evidence from our scenario-based experiments with 1,617 individuals conducted in the United Kingdom and the United States shows that identity changes occurring from organizational crises decrease organizational attractiveness and that anticipated self-continuity and anticipated self-esteem mediate this relationship. The effects become stronger with increasing crisis responsibility.

[view paper \(if available\)](#)

Organizational Resilience: A Model and Future Research Agenda

Author: **Xun Yang**; School of Management, College of Business, RMIT U.
Author: **Kosmas X. Smyrniotis**; RMIT U.

In the face of challenging conditions, resilience capabilities are essential for organizational survival and sustainability. Despite significant academic interest and practical utility of this construct, a lack of theoretical foundation, definitional inconsistencies, and an apparent operational muddle predominates. Extant reviews of this topic comprise an amalgam of frameworks, conceptualizations, and empirical findings from disparate perspectives such as supply chain, strategic, and operational management. Frames of reference from an organizational level are rare. We extend past reviews by deconstructing management-related definitions and measures of

Author: **Joakim Hans Netz**; Jönköping U.
Author: **Sara Öhlin**; Stockholm Business School
Author: **Jan Löwstedt**; Stockholm U.

Process research increasingly emphasizes how organizations face tensions from competing demands characterized by multilevel complexity and irrationality. Although such theory development provides valuable advancements to understand paradox phenomena, it also suffers from complexity with regard to pragmatic problem-solving. This paper shows how process research can offer resolutions if feedback is added to the equation of competing demands. In particular, we focus on the complex equation of amplified innovation in knotted tensions across multiple multilevel paradoxes. Analysis of field data from the rescue service sector in Sweden and work to improve firefighting operations serve as illustrative case material. The results uncover how four types of feedback on competing demands (single-level pole, single-level paradox tension, tension-to-pole, and tension-to-tension in the context of multiple multilevel paradoxes) operate as they unfold in concurrent construction. The concurrent construction of the four feedback types triggers, reinforces, and expands learning about paradoxes. We propose that the notion of paradoxical learning captures this process and examine how multiple multilevel tensions are dealt with when innovative work complexity unfolds. Paradoxical learning clarifies how organizational agents can amplify movements in an increasingly richer world of competing demands.

[view paper \(if available\)](#)

From Taking to Shaping – Why Temporal Tensions Matter for Organizations

Author: **Maximilian Weis**; WU Vienna

In this paper, we advance the notion of temporal tensions by building on three time-related constructs that address how individuals perceive and think about time: temporal depth, temporal focus, and urgency. Our focus lies on how actors shape and embrace temporal tensions on multiple levels within and outside the organization. Embracing such temporal tensions enables actors to

organizational resilience through a series of in-depth and broad-based text mining exercises using Leximancer. We found five distinctive research streams, suggesting that organizational resilience is comprised of cognitive, behavioral, and micro-foundational components. We conclude with a unifying definition that can bring coherence and clarity for future research. The central role of contextual contingencies such as the environmental conditions, time, and timing is highlighted.

[view paper \(if available\)](#)

Some Organizational Antecedents of Evil

Author: **Yijia Ding**; London Business School

Author: **Freek Vermeulen**; London Business School

Author: **Yajing Zhu**; U. of Cambridge

Employees sometimes engage in acts of evil, particularly towards people under their care or control. Using a situationist perspective, we examine the sadistic abuse of vulnerable patients by care home staff. Our theory links organizational control to pathways to abuse. Observations on 14,000 care homes between 2006-2014 show that the neglect of patients, minor rule breaches, and physical restraint escalate into active sadistic behavior. A lack of both informal and formal monitoring mechanisms gives rise to these gradual pathways, although forms of formal supervision – both by managers and team leaders – largely fail to curtail the abuse. Whereas prior research focused on how organizational measures around control, rules, and monitoring can unleash positive employee behaviors such as creativity, our findings indicate that organizational context can also unleash the darker inclinations in human behavior.

[view paper \(if available\)](#)

Responding to Expected Rare Events: The Civil Aviation Authority's Handling of Monarch's Collapse

Author: **McKenzie David Arthur Lloyd-Smith**; Cass Business School, City U. London

Organisational events are frequently categorised as

understand the nestedness of conflicting goals, change temporal structures, and to focus their attention on urgent issues in the organization and in the social, ecological, and economic environment. We inform research on time in organizations by advancing the notion of temporal tensions and by emphasizing their multi- and cross-level nature. We contribute to research on tensions and paradoxes in organizations by conceptualizing tensions as the result of different stimuli and of an actor's cognition. Lastly, we also contribute to research on temporality by bridging the subjective and objective notion of time in temporal tensions.

[view paper \(if available\)](#)

Learning Paradox: Antecedents and Mechanisms of Paradox Mindset Development

Author: **Raphael Boemelburg**; HSG U. of St. Gallen

Author: **Alexander Zimmermann**; U. of Liechtenstein

Author: **Maximilian Palmié**; U. of St. Gallen

As organizations face persistent, contradictory demands, the individual managerial ability to manage such paradoxes is highly relevant for organizational viability. While research in this area is generally scarce, the newly introduced construct of paradox mindset describes lasting interindividual differences in the ability to manage paradoxical tensions. We build on psychological mindset theory to formulate a socio-psychological model of paradox mindset development to clarify the antecedents of this crucial construct for the first time. Based on primary data from 199 employees of two Central European companies, we find strong support for our model: Leadership behaviors in line with our theoretical influence angles predict higher paradox mindset in followers, and this effect is fully mediated through follower`s engagement in paradoxical tasks.

[view paper \(if available\)](#)

Contextualizing Paradox Management: The Political Role of Coaching

Author: **Pauline Fatien**; Grenoble Ecole de

common and expected or rare and unexpected. This polarisation ignores the existence of events which are rare and yet expected. These expected rare events may be easily definable but, for those which are clouded by uncertainty, developing specific response repertoires is prohibitively complex. Instead, organisations must rely upon generic response repertoires to manage such events, often entailing improvisation, as planning and action coalesce. I explore the link between organisational improvisation and expected rare events by studying the Civil Aviation Authority's (CAA) handling of Monarch Airlines' collapse into administration. Grounded in interview and archival data, my analysis reveals the CAA drew on its previous experiences of similar events to build capabilities (relational; resource; cognitive; behavioural) and devise a minimal structure. In order to successfully handle the ambiguities of the event, the organisation planned for improvisation by enabling individuals to draw upon these capabilities. My analysis subsequently reveals that adaptability and, thus, organisational resilience in the face of an expected rare event was enabled by allowing improvisation to occur.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Management

Author: **Dima Louis**; Grenoble Ecole de Management

Author: **Gazi Islam Islam**; Grenoble Ecole de Management

Paradox management is mostly attributed to individual abilities, such as cognitive or emotional abilities. This individual focus draws attention away from the role of context, overlooking how individuals think in relation with others and their environment. In particular, the political context of paradox management deserves more attention. Our research engages with this void by exploring how the political context of paradox management is shaped by coaching, a holding environment that potentially soothes tensions and facilitates paradox management. We conducted an inductive study of 57 semi-structured interviews with executive coaches using the critical incident technique. Our study shows that coaching shapes three different political contexts for paradox management, with distinctive holding units and holding functions. In doing so, it provides a dynamic approach to paradox management.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Simulation Studies of Exploration, Competition, and Cooperation (session 1307)

A Theory of Non-Hierarchical Organizational Growth

Author: **Eucman Lee**; Nanyang Business School

We propose a theory that explains when an organization can grow in size without increasing the extent of managerial hierarchy. We formulate a computational model in which the number of layers of managers required for a given number of producers depends critically on how production is organized. However, the distinctive feature of our approach is that we conceptually separate the organization design of production activities from the

OMT

Status Dynamics, Legitimacy, and Reputation (session 1305)

A Macro Perspective on Status Dynamics: The Hollowing Out and Hollowing of Haute Couture

Author: **Deborah Philippe**; U. of Lausanne

Author: **David Zajtmann**; Institut Français de la Mode

Author: **Alain Debenedetti**; U. Paris Est

Author: **Francois Herve Collet**; ESADE Business School / Ramon Llull U.

Extant organizational status research has dedicated significant attention to the dynamics underlying status-based market interactions as well as the potential sources of alterations in actors' status

shape of the managerial hierarchy. The central insight is that, the localization of conflicts between teams is an effective approach to keeping managerial hierarchies flat than modularizing work within teams or creating non-hierarchical teams per se. Our model also offers insights about how the initial decisions of division of labor that founders make impact the scalability of managerial hierarchy.

[view paper \(if available\)](#)

Sometimes More: The Effect of Preference Diversity on Exploration

Author: **Jose Pablo Arrieta**; ETH Zurich

This study investigates how preference diversity affects the amount of exploration a prototypical organization – a majority voting triad – perform while learning in an uncertain environment. We employ a multi-agent-based model to study this question as an extension of the prior models on learning under uncertainty. We find that preference diversity (i.e. how different are the preferences of the least similar agents in the triad) can increase (+15%) or decrease exploration (-50%) when compared to triads with homogenous preferences. We find that when the diverse preferences are balanced (i.e., the median agent is equidistant to the other two agents) then exploration is higher. Conversely, exploration decreases when the preferences are imbalanced (i.e., two agents have preference close together). The paper explores further aspects that affect exploration, as organization size, preference polarization in larger organizations, and the type of environment. All further analyses maintain the general finding of the paper, namely: Preference diversity on its own does not explain the amount of exploration done by an organization.

[view paper \(if available\)](#)

Cooperation and Competition within Organizations: A Multi-Level View (WITHDRAWN)

Author: **Andrea Thorpe**; Kedge Business School
Author: **Frank Figge**; Kedge Business School

In this article we examine simultaneous cooperation and competition within organizations, with a specific

positions. It has, however, provided few insights into the status dynamics of an entire field. In this research, we shed light on the categorical work undertaken to preserve a category's status over time in the context of an evolving status order. We explore our research question in the field of the French high-end fashion industry, from 1911 until today. This setting is appropriate because high-end fashion is structured by a sophisticated stratified system of categories and key actors who actively contribute to the construction and alteration of these categories. Focusing on the haute couture category, we show how, over time, the field main professional association attempted to juggle two imperatives that became increasingly at odds: maintaining the category status while ensuring its survival. We argue that such status maintenance work can only be understood by taking into account the status order in which the category is embedded, an order contested and remodeled through the joint influence of endogenous and exogenous forces.

[view paper \(if available\)](#)

How Constituents Evaluate Configurations of Status and Conformity

Author: **Chris Moos**; U. of Oxford
Author: **Michael Smets**; U. of Oxford

Recent management research on institutional pluralism has surfaced that today's organizations typically face multiple – oftentimes competing - institutional expectations. Despite this recognition, research on institutional pluralism remains circumscribed in two important ways: First, the existing literature typically assumes that pluralistic organizations straddle two sets of competing expectations, rarely more. Second, competing expectations are represented and evaluated by discrete sets of constituents with unidimensional expectations, for example when investors only evaluate financial aspects, and environmentalists only environmental aspects of firms. Examples that challenge these two assumptions abound, for instance when impact investors evaluate firms holistically based on their financial, environmental, and social performance. Where individual constituents have those multidimensional expectations, we argue, they holistically evaluate

focus on teams and their members. We extend theory on how the different levels involved with 'coopetition' interact; how activity at one level influences activity at another level. Our approach of simulation-assisted theory building unpacks our overall contribution to understanding the multi-leveled nature of coopetition by illustrating three main insights. First, competition between two - or more - teams, encourages cooperation between team members who also compete with each other. Second, the relationship between value creation and appropriation is bidirectional; that is, creation at the level of the team influences appropriation at the level of the individual, and vice versa. Third, there are specific conditions under which selfishness, or 'non-cooperation', is optimal at the individual level, including the comparative extent of altruism at the team level, and the point in time at which such a strategy is leveraged. We primarily contribute to the coopetition literature. However, such theory also has implications for practice, as it informs managers how best to organize their teams for optimal value creation and performance.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

how organizations conform with multiple, interdependent expectations. Yet, such configurational approaches to evaluating pluralist organizations are currently absent from the literature. To address this gap, we conducted a fuzzy-set configurational analysis of 117 international business schools to uncover the configurations through which prospective students evaluate how MBA programmes conform with their expectations. Based on our analysis, we make three contributions to the literature on institutional pluralism. First, we explain how organizations are evaluated holistically as configurations of multiple interdependent, rather than independent expectations represented by individual constituents. Second, by doing so we add to current accounts of institutional outcomes. We extend current, binary accounts of the existence or demise of pluralist organizations to consider social evaluations as a more nuanced outcome of pluralism. Third, we provide new insights about how configurations of conformity and status interact in producing holistic evaluations in the context of institutional pluralism.

[view paper \(if available\)](#)

Venturing with Caution: Insights into the Investment Strategy of Venture Capital Firms

Author: **Ananya Chatterjee**; Emory U., Goizueta Business School

Author: **Demetrius Lewis**; Emory U., Goizueta Bus Sch

The literature on portfolio diversification in venture capital contrasts industry specialization as a strategy that helps venture capital firms leverage accumulated industry expertise to diversification as strategy that spreads risk and allows venture capital firms to select riskier, higher-ceiling ventures within each industry. These strategies are generally treated as mutually exclusive and focus on firms' internal expertise. We introduce a social perspective to this literature to argue that firms at different positions in the inter-firm status hierarchy have varying strategic incentives for diversifying their portfolios and also to resolve the trade-off between diversification and specialization. For venture capital firms at the bottom of the status hierarchy, diversification provides a means to seek out riskier ventures that

offsets accessing relatively worse equity positions within syndicated investments. For firms with moderate status, specialization provides a means to improve confidence in their credibility to manage investments successfully, improving their ability to gain better equity positions. Firms at the top of the status hierarchy leverage their social influence to coordinate closely related external expertise of syndicate co-investors when they diversify and spread their risk across industry categories while still leveraging specialized knowledge to manage ventures successfully. Analysis of investments made by venture capital firms from 1990 to 2018 reveals that firms low and high in the status hierarchy diversify their portfolios more than firms in the middle of the status hierarchy. When firms higher in the status hierarchy diversify their portfolios, their syndicated investments involving other co-investing firms reflect domain expertise more closely related to the venture company's industry category.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Work-Life Balance, Job Environments, and Organizational Commitment (session 1311)

Work-Life Postures for Organizations: Organizational Structural and Cultural Responses to Employees

Author: **Ashley N. Robinson**; U. of Memphis

Author: **Frances H. Fabian**; U. of Memphis

We propose an organizational perspective for work-life balance (WLB) policies and work-personal conflict (WPC) accommodations derived from the macro, organizational and job environments. To explain our theoretical model, we draw from institutional theory (DiMaggio & Powell, 1983) and signaling theory (Spence, 1974; Spence, 1973) and recognize job demands to explicate drivers for the implementation of WLB policies and WPC accommodations. Conceptually we differentiate between work-life balance and work-personal

ONE

Climate Change 2 (session 1315)

Servants of Multiple Masters? Aligning Plural Institutional Logics in a Climate Change Context

Author: **Christian Lebelhuber**; Johannes Kepler U. Linz

Author: **Dorothea Greiling**; Johannes Kepler U. Linz

Mitigating climate change requires a fundamental transformation of the energy system. This is a challenging task, particularly for publicly owned energy utilities. While they literally act as energy supply backbones, they are often in public ownership and thus – as hybrid organizations – confronted with a particularly complex institutional field. To better understand how such hybrid organizations respond to manifold institutional demands, this paper builds on the theoretical concept of institutional logics and complexity with a focus on decoupling. It adopts a case-study methodology and investigates the actions of four

conflict and clarify the meaning of these constructs using a structural and cultural framework for WLB policies and WPC accommodations. Further, we discuss levels of deployment in WLB policies and WPC accommodations and how such levels can have differential implications for organizations and its employees. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Broadening Vision Around Values: An Integrative Two-Factor Theory of Workplace Value Congruence

Author: **Zoleikha Abbasi**; U. of Wollongong

Author: **Jon Billsberry**; U. of Wollongong

Author: **Mathew Todres**; U. of Wollongong

Value congruence is an important determinant of human behavior in organizations. It influences positive states for workers (e.g., a sense of belonging, job satisfaction, and positive affect) and is beneficial for organizational work practices (e.g., commitment, citizenship behaviors, and tenure). Conversely, value incongruence leads to negative states (e.g., out-groups, organizational exit, and depressive symptoms). To date, values have been conceptualized context-free (e.g., human or personal values) or disaggregated in the work environment (e.g., work values, political values, leadership values, and cultural values) and value congruence has been viewed almost exclusively as a positive construct. Based on the underlying theories of variation theory, salient value similarity hypothesis, self-categorization theory, and signaling theory, and adopting the ‘similarity leads to attraction’ and ‘dissimilarity leads to repulsion’ hypotheses, we develop an integrative two-factor theory of value congruence. This model integrates work, political, cultural, and leadership values, and conceptualizes the impact of congruency and incongruency as two separate psychological processes. We conclude with a discussion of directions for future research.

[view paper \(if available\)](#)

regional energy utilities in Austria vis-à-vis the strategic objectives of their public majority shareholders to transform the regional energy system in line with climate targets. It is suggested that the degree of conformity of a hybrid organization with different institutional logics is the result of the prioritization of predominant institutional logics and the organization’s sensitivity to these logics. The paper reveals that this prioritization is not straightforward but results from a multidimensional process with various interdependencies between the different logics. It investigates why and how energy utilities decouple from different logics and suggests that hybrid organizations decouple to compromise between different demands. In terms of practical implications, the paper argues how short-term prioritization of the community and business logics works against longer-term policy objectives, and it explains how this ultimately delays climate change mitigation.

[view paper \(if available\)](#)

Broadening our Sight of Camping and Climate Change Relationships: A Camping-Sector Climate Index

Author: **Siyao Ma**; U. of Arkansas

Author: **Christopher Craig**; Murray State U.

Author: **Song Feng**; U. of Arkansas

Camping is a nature-based tourism activity that involves traveling away from one’s home to stay one or more nights in a natural setting. The three camping categories include tent, recreational vehicle (inclusive of campers), and cabin. Camping is unique compared to other tourism activities because it is also considered an accommodation, the largest sub-sector of tourism. Accommodations account for over \$300 billion of the overall economic impact of the broader tourism industry, and camping has grown at a faster pace than accommodations in general over the past five years. Because of the natural setting of camping, it is particularly susceptible to weather conditions, weather extremes, climatic variability, and climate change. This study introduces the Camping Climate Index (CCI), a camping sector tourism climate index. Specifically, we empirically develop an index based on observed

Struggling to Make Sense of it All: The Emotional Process Of Sensemaking in Scrutinized Occupations

Occupations

Author: **Graham Dwyer**; Swinburne U. of Technology

Author: **Cynthia Hardy**; U. of Melbourne

Author: **Haridimos Tsoukas**; U. of Cyprus / U. of Warwick

This paper examines the practice world of practitioners working in 'scrutinized' occupations through a qualitative study of emergency management practitioners who were involved in a major bushfire incident, participated in the subsequent public inquiry, and were responsible for the implementation of the inquiry's recommendations. We show how such practitioners engage with their practice world through three different 'modes of involvement' as a result of a cycle of scrutiny that flows from the incident, through the inquiry, to implementation. We also explore the different emotions experienced by these practitioners during this process and draw attention to the important role of one particular emotion – anxiety – which takes different forms depending on the particular mode of involvement. Our findings indicate that anxiety helps practitioners deal with scrutiny by facilitating sensemaking and developing knowledge, allowing us to develop a general model of sensemaking and emotion in scrutinized occupations more broadly.

[view paper \(if available\)](#)

Clean Your Desk! Dressage and Activity-Based Working in a French Banking Organization

Author: **Marie Hasbi**; Vrije U. Amsterdam

Author: **Sytze Kingma**; Vrije U. Amsterdam

As part of popular new kinds of activity-based working, many companies seek to implement so-called clean-desk policies, in which users have to empty their desk after completing a task, so that other workers can feel free to use this desk. Following Henri Lefebvre's discussion of 'Dressage' in the context of Rhythm-analysis (Lefebvre 2004 [1992]), we argue that clean desk policies are part of a wider organizational strategy in flexibilizing working practices, focusing on the performative

behaviors (i.e., camping occupancy), validate the index compared to other prominent and modern tourism indices, and use the index to demonstrate changing climatic variability for 29 camping locations. The study seeks to broaden our sights of camping and climate relationships by providing detailed discussion, limitations, and future research sections pertaining to the CCI.

[view paper \(if available\)](#)

Improving Executive Compensation in the Fossil Fuel Sector to Influence Green Behaviours

Author: **Rohan Crichton**; Clarkson U.

Author: **Thomas Walker**; Concordia U.

Author: **Paul Shrivastava**; Penn State U.

Author: **Faraz Farhidi**; Georgia State U.

Environmental degradation, increased poverty, and displacement, are just some of the effects brought about by climate change. As these effects continue to batter the world, the call to mitigate climate change is becoming louder and more frequent. In responding to this call we commence our related investigation with a review of the multidisciplinary literature in this area. This includes integrating the human resource management literature, the sociology literature, the environmental studies literature, and an econometrics methodology into examining and analyzing compensation practices as innovative solutions for tackling climate change. We employ a fixed panel analysis, and examine disclosed organizational data from 42 of the largest global fossil fuel organizations – arguably the principal climate change contributors. Our analysis takes into consideration multiple control variables (e.g., age, size, value), and employs a broad dataset (2005-2016). Our findings suggest that executive stock- option compensation oriented around a three-year or more vesting period will enhance green behaviours by the respective management. In part, this can likely be attributed to the link between personal profitability and its contingency on a firm's stock price growth and overall organizational performance. The contributions of this paper reach beyond the traditional human resource management literature, where many studies are oriented around only linking sustainability targets to compensation in hopes of mitigating climate

management of bodily and material aspects of work demonstrating control over these aspects. In drawing on a case study of a French Bank, which introduced a flexible working environment in 2016-2018, and following Lefebvre's ideas, we argue that and how dressage can be understood as a separate but key component in the domination and embodiment of flexibilized work practices.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

change. Instead, our findings and conclusions, not only clear up misconceptions related to linking sustainability practices and compensation for the purpose of mitigating climate change, but also offer newer perspectives in looking at how compensation practices can be best manipulated (through more specific timelines) to enhance greener behaviours.

[view paper \(if available\)](#)

Mimetic Pressure for Sustainability Efforts in a Metropolitan Area

Designated as a "Best Paper" for ONE

Author: **Hyunjung Ji**; U. of Alabama

Metropolitan cities can serve as laboratories of sustainable development by experimenting with innovative sustainability programs while leveraging advantages of metropolitan areas. With the importance of cities' sustainability efforts, scholars have increasingly explored what factors motivate local governments to implement voluntary sustainability programs by focusing on internal government and community characteristics. However, what is missing in the previous discussion is whether or not city governments respond to sustainability efforts by other government entities, especially neighboring local governments. By analyzing sustainability programs of 251 suburban cities in 66 metropolitan areas, we find that suburban cities are likely to consider sustainability efforts of central cities in the same metropolitan area when determining the extent to which they implement their sustainability programs. However, they are not necessarily responsive to sustainability efforts of nearby suburban cities. Drawing on mimetic isomorphism literature, our research sheds light on how local governments make sustainability policy decisions in the relationships with other local governments and provides policy implications for the important role of central cities in facilitating collective sustainability efforts in metropolitan areas. We combined the importance of geographical proximity with the concept of mimetic isomorphism and provided theoretical justification for choosing organizational role models in the local sustainability context.

[view paper \(if available\)](#)

The Effects of Air Pollution on Sales Promotions and Channel Use Across Online and Offline Retail

Author: **Jaehoon Jeong**; U. of Maryland R.H. Smith School of Business

Author: **Dongwon Lee**; Hong Kong U. of Science and Technology

Author: **Anand Gopal**; U. of Maryland

When the air quality is expected to be bad, it is common for people to wear anti air pollution masks to protect themselves or systematically restrict their outdoor activities. While this avoidance behavior is beneficial for the customers, it is unclear how deteriorating air quality may affect their other economic activities. In this paper, we focus on the retail sector that is prone to such disruptions. We study how diminished air quality affects the substitutive relationship between offline and online sales associated with a cosmetics retailer located in South Korea. This retailer offers regular and systematic promotion days monthly – during these days, consumers get significant discounts on all their purchases at both the offline stores as well as through the PC and mobile channels. While the point of these promotions is to boost demand on these days, we specifically test how air pollution may affect the actual demand that manifests during these promotion days across the offline and online channels. Interestingly, air pollution significantly affects consumer behavior. In general, polluted air boosts online sales and online promotion effectiveness. Unexpectedly, air pollution is unlikely to hurt the offline sales, and even increase offline sales and offline promotion effectiveness. We also find a notion of the inverted-U shaped reaction to the seriousness of polluted air consistently in offline sales. These show the combined effect of channel substitution and recreational shopping. Considering the significance and size of the effect, this paper points out that climate change should be added in the function of the business.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Sustainable Supply Chain (session 1314)

Internalizing Environmental Sustainability Through Lifecycle Management

Author: **Guia Bianchi**; Scuola Superiore Sant'Anna

Author: **Francesco Testa**; Scuola Superiore Sant'Anna

Author: **Olivier Boiral**; Laval U.

Author: **Fabio Iraldo**; Sant'Anna School of Advanced Studies and IEFE – Institute for Environmental and

Implementing a substantial environmental strategy addressing all phases of the product lifecycle in a meaningful rather than superficial way is a complex challenge that most organizations fail to meet. Based on a case study of five frontrunner companies located in Italy and Norway, this study explores the factors that promote, or hinder, the learning process underlying the implementation of substantial measures for lifecycle management and how this can contribute to further internalize environmental sustainability throughout the organization. The paper contributes to the literature on the internalization of environmental sustainability and lifecycle management by showing, from a dynamic perspective, the enablers of organizational learning required for the implementation of a successful strategy in this area. It also highlights some of the benefits accrued from a substantial, rather than superficial, implementation of environmental sustainability. Managerial implications are also discussed.

[view paper \(if available\)](#)

Buying Green Under Input Dependence: The Upstream Impact of Downstream Consumer Preferences

Author: **Simon JD Schillebeeckx**; Singapore Management U.

Author: **Teemu Kautonen**; Aalto U.

Author: **Henri Hakala**; LUT U., School of Business and Management

Procurement/Sourcing/Purchasing (session 1316)

Government Procurement and Firm Performance: The Role of Network Centrality

Author: **Ellie C. Falcone**; U. of Arkansas Sam M. Walton College of Business

Author: **Brian S. Fugate**; U. of Arkansas Sam M. Walton College of Business

Author: **Steven Carnovale**; Portland State U.

The U.S. government, as the world's biggest buyer, can substantially impact private suppliers. Although important, government contracting is an understudied topic. This research bridges the gap in current literature by investigating the impact of U.S. government contracting on the short- and long-term financial performance of private suppliers. Juxtaposing agency theory, property rights theory and analyzing panel data collected from the Federal Procurement Data System, Factset Revere and Compustat, this research investigates the interplay of government contracts, firm network centralities, and financial performance of 2,834 firm-year observations (627 firms). The empirical analysis suggests that government contracting bolsters suppliers' short-term financial performance (ROA), but negatively affects the long-term financial performance (Tobin's Q). In addition, network quality, measured as eigenvector centrality, ameliorates the negative effect of government contracts on long-term performance. On the contrary, network quantity, measured as degree centrality, demonstrates a negative moderating effect.

[view paper \(if available\)](#)

Modern Slavery and Global Supply Chains: Agency and Psychological Distance

Author: **Dayna Simpson**; Monash U.

Author: **Marie Segrave**; Monash U.

Author: **Andrew Philip Kach**; Willamette U.

Author: **Robert Handfield**; North Carolina State U.

Author: **Anne Quarshie**; LUT U., School of Business

Why do firms often fail to deliver more sustainable products despite ever-stronger consumer preferences for them? Setting aside cost and availability explanations, we suggest that upstream firms may strategically anticipate downstream consumer preferences, which leads them to favor input materials possessing positive extra-functional attributes like environmental sustainability. However, existing input dependencies increase opportunity costs and difficulty of switching, thereby lowering the effect of anticipated downstream preferences in the mind of the upstream decision-maker. At once, input independence should have the opposite effect, increasing willingness to switch to more sustainable materials. A conjoint experiment with Finnish manufacturing firms provides support for our hypotheses.

[view paper \(if available\)](#)

The Role of Purchasers in Successful Circular Purchasing: A Comparative Case-Study

Author: **Petra Neessen**; The Open U., Netherlands

Author: **Marjolein C.J. Caniels**; Open U., The Netherlands

Author: **Bart Vos**; Maastricht U.

Author: **Jeroen De Jong**; Radboud U. Nijmegen

The transition towards a circular economy puts pressure on the purchasers to purchase in a circular manner. However there are many hurdles to overcome. The aim of this research is to investigate the role of the purchasers in the circular purchasing process and investigate the drivers and constraints that influence circular purchasing. We interviewed purchasers, supervisors and policymakers of successful and unsuccessful organizations and organizations that showed the intention towards transitioning towards circular purchasing by signing a green deal and organizations that did not show this intention. The results of this comparative case study show that the main role of the purchaser is that of coordinator, facilitator and advisor, but the combination of being intrapreneurial, sustainability minded and having knowledge about the circular economy describe the circular purchaser. The drivers (creating sense of direction and grasping the complexity of the circular economy) that influence circular purchasing are identified. Also, the market,

and Management

Author: **Heather Moore**; Monash U.

Author: **George Panas**; Monash U., Australia

Corporate requirements for modern slavery-type risks in global supply chains, have gained increased attention in recent years. Limited research however has sought to address the context-relevant implications of the contractual mechanisms used to distribute and 'enforce' such requirements. In particular, the socio-economic and cultural factors that underpin and facilitate modern slavery and how these inform supplier and worker choices, have not been addressed by prior SCM scholarship. Ensuring suppliers meet modern slavery requirements, in ways that create legitimate change in the sub-tier environment, remains a complex problem that remains unresolved. For modern slavery type exploitation, the suppliers most at risk of violation exist in the sub-tiers, and in operating environments culturally removed from western-headquartered ideologies. We interviewed 36 executive level Purchasing Directors, from medium to large size firms with headquarters in Australia, the US and Finland. We employed agency and construal level theories to frame our analysis. Overall, several themes emerged regarding the limitations of the principal-agent relationship to address modern slavery risks at a supply chain scale, that reflect significant social, hypothetical and spatial psychological distance between principals, and agents. Importantly, our research drew out a range of significant themes surrounding the conflicts purchasing executives face when attempting to align western policy with complex global operating conditions, and the actual workers they seek to support. Our study sheds light on the challenges of agency theory and highlights the complexity of operationalizing modern slavery type requirements in global supply chains.

[view paper \(if available\)](#)

What Makes Managers Insource their Production? A Behavioral Experiment

Author: **Kai Dominik Foerstl**; German Graduate School of Management & Law (GGS)

Author: **Henrik Franke**; ETH Zurich

Author: **Zelal Cataldo**; EBS U.

organizational, law related, concept related and culture related constraints are identified. In general the circular purchasing process differs from a regular process in the level of freedom offered to suppliers during the request phase.

[view paper \(if available\)](#)

Participation in Fast Fashion Brands' Clothes Recycling Plans in an Omnichannel Retail Environment

Author: **Peng Shao**; Xi'an Polytechnic U., School of Management

Author: **Hermann J. Lassleben**; Reutlingen U.

The rise of the fast fashion industry allows more and more people to participate in fashion consumption, but goes along with negative consequences on the environment. To reduce wastage, fast fashion retailers have begun to offer used clothes recycling plans to which customers can submit clothes they no longer wear. Since these recycling plans have mainly been operated in offline stores so far, the rise of omnichannel retailing poses new challenges on retailers with regard to organizing the plan and motivating consumers to participate. On a sample of N=370 Chinese fast fashion consumers, this paper investigates, which factors determine consumers' willingness to participate in fast fashion brands' used clothes recycling plans in an omnichannel retailing environment. It finds that consumers' clothes recycling intention is determined by individual predispositions (environmental attitude, impulsive consumption), as well as by organizational arrangements (channel integration quality), as well as by the outcomes of their interaction (consumer satisfaction, brand identification). Conclusions are drawn, implications for omnichannel fast fashion retailing practice, as well as for further research, derived, and limitations discussed.

[view paper \(if available\)](#)

Circular Economy Business Model Practices: A Multi-Tiered Supply Chain Perspective

Author: **Santosh Nandi**; U. of South Carolina

Author: **Hale Kaynak**; U. of Texas Rio Grande Valley

Insourcing as a means to countermand former outsourcing decisions is becoming a widespread practice nowadays, particularly in high-tech manufacturing industries. Researchers have focused on the underlying Operations & Supply Chain Management (OSCM) performance drivers (e.g., lead times, control costs, or responsiveness), while the behavioral aspects underlying insourcing decisions remain less empirically explored. We derive a model grounded in the theory of planned behavior (TPB) to study the effects of managers' internal and external drivers as well as their interaction on insourcing intentions and behavior. We test our hypotheses in a vignette-based experiment among 145 managers. We find support for the positive effects of attitude and mimetic pressure on insourcing intentions and several interaction effects, both on insourcing intentions and behavior. Our contextualization of motivational drivers provides new empirical insights into the behavioral aspects of insourcing decision making and suggests a theoretical integration between TPB and Institutional Theory in explaining individual decision making. As part of our results, we provide evidence of a unique boundary condition to TPB in the insourcing context, which allows deriving interesting avenues for future inquiry and recommendations for managers considering insourcing.

[view paper \(if available\)](#)

A Dynamic Analysis of Supply Management and Supply Risk

Author: **Gökçe Esenduran**; Purdue U.

Author: **Burcu Tan Erciyas**; U. of New Mexico

Author: **John Gray**; Ohio State U.

Supplier bankruptcies are among the most common causes of major supply chain disruptions. In this study, we analyze the effect of buyers' risk management and supply management practices on two outcomes: the supplier's bankruptcy risk and the buyer's financial bottom line. We specifically study the common supply management practice of buyer-imposed extended (delayed) payment terms on suppliers. By building a dynamic simulation model, we show that delayed payment terms increase supplier bankruptcy risk. As such, a

The growing awareness of circular economy (CE) and circular economy business model (CEBM) has pushed scholars to consider its organizational role in the field of supply chain management. Implementing CEBMs requires a paradigm shift when moving from a traditional supply chain to a sustainable supply chain. Although studies have unearthed important aspects of CE applications, they have limited suggestions about CE's applicability, more specifically, how it works in a multi-tiered supply chain. Hence, this study aims to address this glaring gap in literature about firms' rationale and involved complexities of implementing CEBM in a multi-tier and multi-industry supply chain using qualitative multi-case approach. Data were collected primarily by interviewing officers (i.e., sustainability managers, plant managers, purchasing managers and supply chain managers) of the participating firms. Findings suggest that firms' practice CEBMs as "core business" and "part of sub-systems". Further, the rationale and complexities of CEBM practices vary based on their positions in the supply chain.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

comprehensive supply risk management program must account for the impact of this practice. We also show that commonly recommended supply chain risk management practices for buyer firms can sometimes backfire. For example, quick response to supplier disruptions may not always be optimal for the buyer. Finally, we show that a backup source not only provides the buyer with continuity of supply in the event of a supply disruption, but also helps the disrupted supplier recover, thereby reducing the supplier bankruptcy risk.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

PNP

Governance and Organizing in Non-Profit Contexts (session 1317)

Linking Funding Strategies and Diversification: The Case of Humanitarian Organizations

Author: **Gloria Urrea**; U. of Colorado at Boulder

Author: **Sebastian Villa**; U. de los Andes, Colombia

Author: **Eric Quintane**; ESMT Berlin

Diversification into new services and regions increases organizational visibility and survival. While the extant literature has provided insights into the determinants of diversification, it has not considered the relationship between an organization's strategy to acquire resources and its diversification. We argue that the way in which organizations acquire their resources affects the

SAP

Emotions and Affect in Strategizing Activities: Chain Reactions, Inhibitors, and Emotional Resourcing (session 1318)

Why Do Some Strategic Ideas Take Off? Affective Dynamics as Key Elements of Strategic Sensemaking

Author: **Henrika Franck**; Arcada U. of Applied Sciences

Author: **Philip Gylfe**; Aalto U. School of Business

Author: **Eero Vaara**; U. of Oxford

This paper adopts a sensemaking perspective to develop an understanding of how strategic ideas take off during strategic change. In particular, we focus on the crucial but underexplored role of

efficiency of the resource acquisition process, which impacts organizational diversification into new services and geographic regions. More specifically, we propose that a higher number of resource providers and a shorter relationship between the organization and its resource providers make organizations less likely to diversify. We examine the effect of these two determinants—number of providers and relationship duration—on diversification empirically in the context of institutional donors that fund humanitarian organizations, using more than 150,000 donations over 20 years. Our results give support to our arguments; we demonstrate that relying on a large number of resource providers constraints diversification while relying on long-term relationships is positively related to diversification.

[view paper \(if available\)](#)

Governing for the Common Good: The Possibilities of Dynamic Governance for Nonprofit Organizations

Author: **Daniel King**; Nottingham Trent U.

Author: **Martyn Griffin**; U. of Leeds

Author: **Simon Pek**; U. of Victoria

Within nonprofit studies there are two predominant interpretations of good governance. The first, compliance governance drawn from the principle-agent perspective reads good governance as tantamount to the board of directors and privileges efficiency and control, but, its critics argue, with a democratic deficit as wider stakeholders have little say in the most important decisions. The second, the workplace democratic perspective, promotes high levels of participation, but potentially at the cost of efficiency. This paper explores a third direction, Dynamic Governance, also known as sociocracy. Dynamic Governance offers the possibility of effective and inclusive organization, through a system of self-governance. Within Dynamic Governance decision-making operates through consent, the governing powers usually conferred onto boards are distributed to circles with clear domains for authority and control and creating a culture where every voice matters. This paper assesses the possibilities for Dynamic Governance within nonprofits and their potentiality to create

affective dynamics in strategic sensemaking. Based on an ethnographic analysis of strategic change in a broadcasting company, we identify three types of sensemaking dynamics: progressive, regressive and ambivalent sensemaking. We then elaborate on three ways in which this sensemaking may be steered by sensegiving: framing, emotional manipulation, and emotional containment. We show how micro-level affective dynamics in strategic sensemaking is related to the takeoff of strategic ideas. Our analysis also adds to a better understanding of strategic agency in and through strategy meetings by elucidating the forms of sensegiving that can steer strategic sensemaking.

[view paper \(if available\)](#)

Emotional Reactions as Inhibitors of Sensemaking: How Emotions Nourish from and Shape Dual Changes

Author: **Maria Skov Jensen**; Aarhus U., Department of Management

This paper addresses how employees' emotional reactions influence sensemaking, and what implications it has for the implementation process in a context of dual strategic changes. Drawing on a longitudinal case study, the paper presents and elaborates two different findings. Firstly, the paper identifies three sets of sensemaking inhibitors evoked from different intensity of employee' emotional reactions: redirecting sensemaking to emotions; redirecting sensemaking to process; constrained sensemaking of content. Secondly, the paper demonstrates a longitudinal process of how emotional reactions, sensemaking inhibitors and implementation processes interrelate and co-evolve across changes and different reaction patterns. The findings contribute to existing research on the role of emotions in sensemaking processes, as it improves our understanding of how emotions not only facilitate but also inhibit sensemaking processes and thereby the progress of changes. Furthermore, it contributes to existing research on emotions in strategizing by having an explicit focus on the role of emotions as continual constructs that can coexist and evolve during dual changes. The paper demonstrates how several emotions are evoked during changes and how, in turn, such a mix

good governance.

[view paper \(if available\)](#)

Intended and Unintended Consequences of Social Media in Humanitarian Operations

Author: **Mohammad Moshtari**; Tampere U.

Author: **Paulo Gonçalves**; U. della Svizzera Italiana

Author: **Amin Maghsoudi**; Hanken School of Economics

This study investigates the intended and unintended consequences of the use of social media to support humanitarian operations. Adopting a theory-building research approach, it develops an in depth case study of the humanitarian response to the 2017 Kermanshah Earthquake. It uses causal loop diagramming (CLD) to identify and explain the relationships between social media risks and operational implications in a humanitarian setting. The study reveals multiple benefits associated with the use of social media to support humanitarian operations (e.g., needs assessment, mobilizing funds and volunteers, communicating within and among actors, and improving the efficiency of humanitarian operations). However, the use of social media also carries risks, which have detrimental effects on the humanitarian response. The unverified information, short expected time to supply, and perceived ease of humanitarian operations originating from social media destabilize disaster response efforts by intensifying the time pressure on humanitarian actors, eroding public trust in their capability, and altering individuals' donation behavior. These behaviors result in a number of unintended consequences, some directly affecting the humanitarian response (e.g., diminished operational performance, increased coordination tension, and competition among actors), and others indirectly affecting beneficiaries through cascading effects (e.g., the emergence of diseases, and changing lifestyles). This study responds to recent calls to shed light on the risks of using social media in operations and supply chain management and strategies to address such risks within a humanitarian setting. The research formulates propositions, and offers managerial implications for humanitarian practitioners and policy makers.

of emotions lead to different strategy implications. More specifically, it contributes to how a mix of emotional reactions evoked from one change influence subsequent sensemaking and implementation of another simultaneously change.

[view paper \(if available\)](#)

Chain Reactions of Emotions and Actions in Strategic Adaptation

Author: **Suvi-Tuuli Helin**; Aalto U.

Author: **Timo Olavi Vuori**; Aalto U.

Most studies of emotions' impact on strategic adaptation focus on either to the practices that generate emotions in organizations or to the firm-level outcomes of some emotions. In our three-year ethnographic study of a management consultant organization, we focus instead on practices that generate "chain reactions" of emotions and actions that enables successful adaptation. In particular, practices that focus on information reinforcing optimistic perceptions of current capabilities generate confidence, leading to ambitious commitments and high expectations. A mismatch between the high expectations and actual ability to deliver in the short-term generates anticipatory feelings of shame, which energizes extensive efforts to develop the needed capabilities rapidly and meet the confidently set expectations. As a contribution to theory, the mechanisms of the emotional chain reactions integrate previously disconnected insights regarding practices, emotions, and adaptation, and complement the cognitive mechanisms of strategic adaptation.

[view paper \(if available\)](#)

How Emotional Resources Shape Strategy Making on Social Issues

Author: **Saouré Kouamé**; Telfer School of Management, U. of Ottawa

Based on a two-year abductive field investigation of a large philanthropic organization seeking to revise its strategy to tackle the problem of poverty in society, we examine how emotional resources shape

[view paper \(if available\)](#)

Hansmann's Contract Failure Theory: Correct but Irrelevant?

Author: **Eva Witesman**; Brigham Young U.

Author: **Curtis D. Child**; Brigham Young U.

Author: **Chris Silvia**; Brigham Young U.

We assess whether nonprofit status serves as a valuable indicator of trust in the presence of information asymmetry, as Hansmann posited in his (1980) theory on the role of nonprofit enterprise. Using choice-based conjoint analysis, we find that in the absence of additional information (such as consumer ratings and third-party certifications), nonprofit status serves as an important value signal to consumers. However, in the presence of consumer ratings and third-party certifications, nonprofit status becomes less relevant. We also find some evidence of a nonprofit halo effect, in which consumers have a strong preference for nonprofit organizations when consumer ratings are low. Given that Hansmann was writing before the ubiquitous availability of online rating and certification information, we find that his theory was prescient, but that it provides little explanation for consumer behavior in the current environment. As information becomes more abundant and organizational forms continue to converge, it is likely that the contract failure thesis will become increasingly obsolete.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

strategy making on social issues. Our analysis reveals an under-researched emotional mechanism we call "emotional resourcing," which denotes a dynamic view of emotional resources in organizing. Our study shows how formulating a new strategic direction for social good involves starting with a generic schema, fuelled by energizing emotional resources directed toward addressing others' well-being. Emerging contests over competing specific schemas, however, results in a severe depletion of emotional resources. That depletion, which threatens actors' own internal well-being, shifts their attention toward their personal wellbeing by seeking to rebuild their own emotional resources. We show how this process of emotional resourcing enables cognitive change and allows for the emergence of a dominant schema, which is unexpected by the actors. Our study contributes to the strategy and social issues literature by depicting the hidden dynamics of emotional resources that foster schema change as outcome.

[view paper \(if available\)](#)

Emotional Structuring of Practices and Intraorganizational Innovation Process

Author: **Natalia Vuori**; Aalto U.

Author: **Marina Biniari**; Aalto U.

Author: **Timo Olavi Vuori**; Aalto U.

Author: **Quy Nguyen Huy**; INSEAD

We trace a longitudinal process of intraorganizational innovation that comprises the creation, evolution, and shutdown of an innovation unit in a large Western European corporation over three years. We show that while the execution of some innovation activities triggered positive emotions, the execution of others triggered negative ones. Our study reveals how organizational members' collective effort to regulate the emotions that arise from daily activities influences the co-evolution of formal organizational structures, cognitive frames, and the innovation process. At the micro level, we unpack how and why innovating members alter a particular organizational activity. At the macro, organizational level, we show how over three years, patterns of collective emotion-regulation behavior and cumulative changes to activities shape the innovation process and its

SIM

Internal/External Stakeholder Tensions (session 1320)

How Do Independent Directors Respond to Internal and External Stakeholders?

Author: **Ruijie Jin**; Xi'an Jiaotong U.

Author: **Xu Jiang**; Xi'an Jiaotong U.

Do independent directors on corporate boards make a difference in firms' strategic responses toward corporate social responsibility (CSR)? To address this question, this study examines how firms having a variety of independent directors on their boards (i.e. politically connected, foreign, and female) articulate the tradeoffs in their CSR strategies when facing conflicting claims from internal and external stakeholders. Drawing on a longitudinal data covering Chinese publicly listed firms between 2008 and 2015, the results suggest that firms with politically connected independent directors on their boards are more likely to adopt social practices related to external stakeholders while neglecting internal social practices. We also find that firms with foreign or female independent directors on their boards tend to adopt social practices that reflect the interests of internal stakeholders while largely neglecting external social practices. This study contributes to our understanding of stakeholder management, CSR strategic choices, and corporate governance reforms.

[view paper \(if available\)](#)

outcomes. Our primary contribution is to provide a novel, more holistic understanding of how collective emotions, cognition, and organizational structure co-evolve over time, and how their interplay influences the intraorganizational innovation process and its outcomes.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

SIM

Micro-Perspectives on Ethical Behavior (session 1319)

Self-Repair in the Workplace: A Qualitative Investigation

Author: **Kenneth D. Butterfield**; Washington State U.

Author: **Warren Lee Cook**; The College Of Saint Rose

Author: **Jerry Goodstein**; Washington State U.

Author: **Natalie Liberman**; Washington State U.

Despite widespread interest in the topic of reparative and restorative practices in the workplace, little is currently known about why and how offenders repair themselves in the aftermath of incidents in which they harmed other people or their work organization. We conducted a two-phase qualitative study using revealed causal mapping (RCM) to develop an inductive model of self-repair in the context of health care organizations. The findings reveal a set of key preconditions, motivating factors, methods of self-repair, outcomes, and moderating factors. The model is intended to guide future research on self-repair and offers insight to practicing managers.

[view paper \(if available\)](#)

The Benefits of Acting Ethically at Work: Effects of Moral Courage on Meaningfulness and Well-Being

Author: **Matthew Deeg**; U. of Kansas

Author: **Douglas R. May**; U. of Kansas

Paradoxical Tensions in Diversity Management: Stakeholder Perspectives and Coping Strategies

Author: **Mélanie Jaeck**; Montpellier Business School

Author: **Cédrine Joly**; Montpellier Business School

Author: **Magalie Marais**; Montpellier Business School

Author: **Lutz Preuss**; Kedge Business School

Recent scholarship on organizational paradox has highlighted that the effects of paradox on organizational success are highly dependent on the ways in which the underlying tensions are constructed and acted upon by organizational actors. Hence this paper examines systematically how the internal and external stakeholders of an organization deal with the tensions surrounding one particular paradox, that of combining social and economic objectives in a diversity policy. It emerges from our data that stakeholders perceive of paradoxical tensions in a nested fashion: some only see one category of tensions, while others perceive a much wider range. Engagement with paradoxical tensions also seems to go through a U-shaped curve: stakeholders who are little or very much involved with the diversity policy look more to acceptance strategies, whereas those with a medium level of engagement are more likely to use a resolution strategy. Furthermore, we identified seemingly novel acceptance strategies from the data that operate not at the level of an individual stakeholder but at the collective level.

[view paper \(if available\)](#)

Corporate Social Responsibility, Perceived External Prestige, and Emotional Labor - A Sequential Media

Author: **Farooq Anwar**; Lahore Business School, The U. of Lahore

Author: **Muhammad Amir Shafiq Khan**; Jiangsu U.

Author: **Muhammad Usman**; COMSATS U., Islamabad, Lahore Campus

Author: **Muhammad Umer Azeem**; U. of Management and Technology, Lahore, Pakistan

Author: **Arqam Javed Kayani**; Faculty of Business, Economics & Accountancy, U. Malaysia Sabah, Malaysia

By utilizing social identity theory to understand the

Organizations receive multiple benefits when their members act ethically. Of interest in this study is if the actors receive benefits as well. Specifically, we highlight a series of ongoing ethical behaviors (explored using the professional moral courage competency) and their relationship to the actor's work and life well-being. Drawing on self-determination theory and affective events theory, we explore how exercising professional moral courage in one's work leads to positive work and life outcomes. Data from 116 administrative staff of international fraternal organizations demonstrate the positive benefits of acting ethically at work. Specifically, professional moral courage is found to be significantly related to both work meaningfulness and individual eudaimonic life well-being. Our findings highlight positive benefits for individuals who demonstrate this ethical competency and provide support for organizations seeking to develop it within their employees; benefits for organizations and employees go beyond just the gains from ethical behavior into other positive psychological processes.

[view paper \(if available\)](#)

Lean as Mean: When Values Converge to Produce Depersonalized Bullying

Designated as a "Best Paper" for SIM

Author: **Samir Shrivastava**; Swinburne Business School, Swinburne U. of Technology

Author: **Robert Jones**; Swinburne U. of Technology

Author: **Nikola Djurkovic**; Swinburne Business School, Swinburne U. of Technology

Concurring with the view that the workplace bullying literature would benefit by shifting part of its focus from the interpersonal aspects of the pathologized individual to the depersonalized aspects of the pathologized organization, this conceptual paper makes an attempt to identify the antecedents of depersonalized bullying. Since organizational values tend to drive organizational behavior, we link organizational bullying to the values embraced by organizations. We limit the scope of our analysis to the lean automotive manufacturing industry. Drawing from the extant organizational values literature, we argue that that in the lean context, depersonalized bullying is a consequence of lean

mediation mechanism through which external and internal corporate social responsibility (CSR) influence employees' emotional labor. We postulate that CSR practices for external stakeholders augment perceived external prestige whereas CSR practices for employees' welfare enhance perceived organizational support. In result both enhance the deep acting of employees whereas diminish the surface acting of employees as their emotions management strategies at workplace. Data are collected from front line employees of banks operating in Pakistan. The results fully support our theoretical framework as proposed, and are discussed in terms of their theoretical as well as practical implications not only for managers and researchers but for the society as well in eastern workplace settings of banking sector in Pakistan.

[view paper \(if available\)](#)

Conflicts Between Firms and External Stakeholders: A Configurational Approach

Author: **Ilir Haxhi**; U. of Amsterdam

Author: **Juan Francisco Chávez R.**; Gustavson School of Business

Author: **Matthew Murphy**; U. of Victoria

Author: **Miguel Rivera-Santos**; Babson College

Complementing prior case-based studies that emphasize the idiosyncrasies of specific conflicts between firms and their external stakeholders, we seek to uncover generalizable patterns of interaction that explain conflict intensity. We ground our reasoning in stakeholder theory and develop a configurational approach that integrates the three main conflict-related domains identified in the literature. We argue that characteristics of firms (domestic or foreign), communities (stakeholder diversity, rural versus urban, and international environmental nonprofits), and governments (rule of law and economic industry dependence), interact to create identifiable configurations that lead to higher or lower levels of conflict intensity. We follow the logic of the fuzzy sets (fs/QCA) technique to uncover these patterns on a world-wide database of 711 socio- environmental conflicts in the extractive industry. Our results show that no single conflict-related domain can explain conflict intensity on its own, and that they need to be considered together,

manufacturing practices being implemented in a manner that coerces all other legitimate value forms prevalent in the organization to converge with the espoused organizational values. Such value convergence stifles dissent and, in fact, forces the employees to undermine their own well-being. Our arguments imply that there might be a case for re-examining lean values in the interest of making leaning organizations more humane. (Keywords: depersonalized bullying; lean manufacturing; lean values; pathologized organization; organizational values)

[view paper \(if available\)](#)

When Employees Repay Employer for CSR: A Three-Way Interaction Study

Author: **Hwayoung Kim**; Hanyang U.

Author: **Se Hyung OH**; Hanyang U.

Previous studies have shown that internal and external CSR have positive effects on employee attitudes and behaviors. However, researchers haven't paid much attention to the potential of the interaction effect of the two types of CSR on employees' attitudes and behaviors. In this study, drawing from Rupp's (2011) justice process model, we theorize and test the interaction effect of internal and external CSR on employees' citizenship behavior. We also examine the moderation effect of employees' cynic attitude towards the employer, called organizational cynicism, on the interaction effect of the two types of CSR. Data from 239 employees in 19 organizations revealed that the proposed two-way and three-way interaction effects are significant in predicting employee OCBO. Theoretical and managerial implications are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

leading to 23 distinct configurations of firm-stakeholder conflicts. From these configurations, we identify eight conflict prototypes, six of which always lead to higher conflict intensity, one of which always leads to lower conflict intensity, and one that can lead to both higher and lower intensity, depending on the direction of one particular characteristic.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

OMT

MOC

Adding Individual Cognition to Organizational Theories Changes Everything (session 1328)

This symposium explores how integrating individual cognition into organization-level theories alters well-trodden predictions in organization and management theory. While augmenting traditional macro-level management theory with cognition typically begins as a micro-foundational effort to bolster extant theory, it often results in the development of an entirely different, novel theory. The symposium explores this approach in the context of a variety of firm-level theories and is intended to prompt rich discussion between micro and macro communities regarding the benefits and drawbacks of incorporating cognition into traditional management and organizational theories.

The Effect of Organizational Aggregation Structures on Individuals' Voting Behavior

Henning Piezunka; INSEAD

Oliver S. Schilke; U. of Arizona

New Wine in an Old Bottle? How Analysts Evaluate Product Failures During Technological Change

Ram Ranganathan; U. of Texas at Austin

Kinde M. Wubneh; U. of Texas at Austin

STR

CEOs: Characteristics and Contexts (session 1326)

CEO Regulatory Focus and Strategic Change: The Importance of Context

Author: **Richard Scoresby**; Ball State U.

Author: **Ronda M. Smith**; Ball State U.

Author: **Imran Syed**; Ball State U.

This research extends upper echelons theory by exploring the impact of CEO personality factors, specifically regulatory focus, within various contexts. Findings reveal that CEO regulatory focus can influence firm strategic change, but only in consideration of specific contexts. Firm performance prior to a new CEO taking office, new CEO status, ongoing CEO tenure, and institutional stock ownership all have a moderating effect on the relationship between CEO regulatory focus and firm strategic change. We test our hypotheses using a panel dataset of 531 public firms. These results provide insight for CEOs, boards of directors, and other stakeholders who are impacted by CEO decision making.

[view paper \(if available\)](#)

Mission Accomplished? An Aspirations-Based Theory of Voluntary CEO Departure

Author: **Aida Darouichi**; U. of Geneva

Author: **Albert Cannella**; Texas A&M U., College

Framing Transaction Value: The Role of Rhetoric in the Emergence of the U.S. Advertising Industry

Sekou Bermiss; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

Johann Peter Murmann; U. of St. Gallen

Christina Kyprianou; Clemson U.

Perceptions of Asset Specificity: Bias and Manipulation in Interfirm Exchanges

Russell Coff; Wisconsin School of Business

Libby Leann Weber; U. of California, Irvine

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Station

Author: **Sven Kunisch**; Aarhus U.

Author: **Markus Menz**; U. of Geneva

Prior research on CEO succession has often focused on involuntary CEO departure (dismissal). Our study emphasizes an important but under-researched phenomenon, namely voluntary CEO departure. Voluntary departure is defined as the CEO's decision to terminate his or her tenure, without significant pressure from other stakeholders or institutional processes. Drawing upon self-determination theory, we develop and test a theoretical model to explain why and when some CEOs voluntarily leave their positions when they are under little pressure to do so. Our core premise is that the motivation behind voluntary CEO exit is shaped by CEO aspirations. We distinguish between backward-looking and forward-looking aspirations and analyze how each influences the likelihood of voluntary CEO departure. Further, we develop theoretical arguments to explain how two important situational factors – the presence of a successor and CEO career stage – moderate the CEO aspiration => voluntary CEO exit relationship. Using a sample comprised of the S&P 500 from 2000 to 2016 we find empirical support for our hypotheses. Our study contributes to scholarship at the nexus of CEO succession, aspirations, organizational identification, and self-determination literatures.

[view paper \(if available\)](#)

Beyond Bounded Rationality: CEO Reflective Capacity and Firm's Sustainable Performance

Author: **Yingya Jia**; Shanghai U.

Author: **Anne S. Tsui**; U. of Notre Dame

In this study, by proposing, defining, measuring, and theorizing on CEO reflective capacity, we convey that CEO cognitive capability warrants systematic research in the upper echelons and managerial cognition perspectives. CEO reflective capacity is conceptualized as a behavior-oriented cognitive capability that may challenge the assumption of bounded rationality by transcending the three-stage filtering and narrowing information process into a broadening vision. We developed and validated a three-dimensional measure of CEO reflective capacity using multiple executive samples and then

tested three hypotheses on how CEO reflective capacity links to a firm's sustainable performance through two mediating mechanisms, based on the upper echelons framework and informational perspective. The results, based on analyses of multi-source two-wave surveys from 213 Chief Executive Officers and 256 of their subordinate-executives in Chinese small-to-medium enterprises (SMEs), reveal that: (1) CEO reflective capacity is positively associated with firm sustainable performance including economic, societal, and environmental dimensions. (2) Strategic decision comprehensiveness and CEO behavioral complexity mediate the relationship between CEO reflective capacity and sustainable performance. We discuss the implications of this study for future research on strategic leadership and managerial cognition in complex and dynamic contexts.

[view paper \(if available\)](#)

50 Million Followers Can't Be Wrong, or Can They? The Influence of Social Media on CEO Communication

Author: **Amirhossein Zohrehvand**; U. College London

The rise of social media introduces new ways in which executives communicate and receive feedback on their words and actions. Social media feedback is generated quickly in large volumes with a format that discourages in-depth critical feedback (e.g., availability of only "like" option), from partly unknown (and unknowable) and heterogeneous sources. In this paper, I theorize and test how long-term exposure to social media feedback influences the communication patterns of CEOs. Through applying novel machine learning methods on 820,000 communication threads of CEOs from S&P 1500, I found that long-term exposure to aggregate social media feedback increases the frequency and affective tone of communication. The relationship is moderated by recent textual feedback. These findings have important implications for the literature on CEO communications and feedback.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

How to Make an Alliance Work: Governance and Contracts (session 1322)

Solving Contracting Problems: How an MNC Adapted Contracting Knowledge to Local Requirements

Author: **Beverly B. Tyler**; North Carolina State U.

Author: **Tejasav Kalra**; U. of Bath

Author: **Jens Roehrich**; U. of Bath

Drawing on the problem-solving perspective of the knowledge-based view (KBV), we propose and assess how a business resolved the problem of how best to contract with suppliers as a business of a multinational corporation (MNC) entering a new country with a legal system different from their own. We posit such a business will search for knowledge from outside the firm codified in the standard industry templates for both legal systems and combine it with firm knowledge accumulated by the MNC in prior contracting. We then analyze the contracting templates developed by a business of a French MNC hired by the United Kingdom government to build a major project in the UK. We find the resulting customized portfolio of contracting templates reflect the negotiated shared beliefs of the authority-based hierarchy, defining the area of the solution landscape where directional search will take place during supplier negotiations. We discover they resolved their contracting problem by addressing six sub-problems associated with distinctive knowledge sets and designing six customized templates. Our comparison of the two standard industry templates and six customized templates suggest the business integrated contracting knowledge taken from two legal systems and the MNC in their portfolio of customized templates.

[view paper \(if available\)](#)

Tacit Knowledge and Innovative Performance: An Empirical Analysis of Biopharmaceutical Alliances

STR

Inter-Firm Ties, Capabilities, and Feedback (session 1327)

How Does Performance Feedback from Alliances and Acquisitions Influence Choice Between the Two?

Author: **Jaemin Lee**; Imperial College Business School

Author: **Joon Mahn Lee**; Korea U. Business School

Author: **Ji-Yub (Jay) Kim**; INSEAD

Despite the importance of choice between acquisitions and alliances for accessing resources located outside a company, previous research has not considered the behavioral drivers of such choices. To fill this gap, this paper examines how firms' choice of alliances vs. acquisitions is based on an evaluation of performance from the same as well as the other mode relative to the respective aspirations. We argue that while a lower acquisition/alliance performance results in a higher likelihood of choosing the alternative mode, the relationship is stronger in the above-aspiration domain than in the below-aspiration domain for both types of performance feedback. We also predict that the effect of performance feedback derived from acquisitions is stronger than that of that from alliances, and that these types of feedback moderate one another. We test and find support for our predictions using a sample of alliances and acquisitions completed by Fortune 500 companies. This study extends research on corporate strategy by providing a behavioral explanation of the choice between acquisitions and alliances. It also enriches the behavioral theory of the firm by providing new insight into why and how the effect of performance changes when it is below and above aspirations.

[view paper \(if available\)](#)

Antecedents of Coopetition Network Dynamics Performance Feedback and Network

Author: **Jongwook Kim**; Western Washington U.
Author: **Shantala Samant**; Western Washington U.

We examine the impact on innovation performance of alliance partners' intent to exchange tacit knowledge. Building on insights from the alliance governance and organizational learning literatures we hypothesize that the ex ante intent to exchange tacit knowledge allows partners to engage in the type of non-contractible collaboration best suited for the development of new inventive output. We also submit that differences in their governance mechanisms will have an impact on their ability to exchange knowledge and consequently on their innovative performance. We empirically examine our hypotheses in the context of biopharmaceutical alliances.

[view paper \(if available\)](#)

Partner Competition and Stability in Interorganizational Relationships (WITHDRAWN)

Author: **Tadhg Ryan-Charleton**; U. of Otago
Author: **Robert Galavan**; Maynooth U.

Stability in interorganizational relationships is commonly associated with cooperation, whereas competition between partners is viewed as 'gasoline' that spreads opportunistic behavior and generates instability. We build on multimarket competition (MMC) literature to explain two mechanisms by which competition is also 'glue' which bonds partners together and stabilizes interorganizational relationships. Using a longitudinal dataset of R&D agreements in the global semiconductor industry (1995–2010), we find that MMC between partners is beneficial for stability to a point, resulting in 3.9 months greater stability versus relationships without MMC. The positive effect reverses when MMC is extremely high, leading to an overall inverted U. We also find an intriguing interaction with previous cooperation between partners, which 'flips' the effect of MMC from an inverted U to a U.

[view paper \(if available\)](#)

Revising Machine from Within: Toward Mid-Range Theory of Agency in Inter-Organizational Relations

Author: **Juri Matinheikki**; Aalto U. School of Business

Embeddedness

Author: **Elio Shijaku**; U. of Barcelona
Author: **Paavo Ritala**; LUT School of Business and Management

Coopetition (i.e., collaboration between competitors) takes place across alliance networks within an industry. Such 'coopetition networks' provide the embedded firms with both opportunities and challenges. However, it is not well known what drives a firm to increase the level of competitive intensity among its overall alliance network. This study establishes a theoretical explanation combining behavioral perspective and the network perspective to formation of coopetition networks. We argue that firm's search behavior in terms of problemistic and slack search, as well as its network embeddedness, leads to different implications in terms of driving the market commonality and resource similarity in its alliance networks. We find that problemistic search drives market commonality, while slack search resource similarity in firm's networks. Network centrality has a negative direct effect on resource similarity, but on the other hand, it has a positive moderating role on the effect of slack search on both market commonality and resource similarity.

[view paper \(if available\)](#)

Complex Knowledge Association Patterns Drivers: Redundant Knowledge and Diverse Partner Resources

Author: **Ann McFadyen**; U. of Texas At Arlington
Author: **Edward Levitas**; U. of Wisconsin, Milwaukee

We advance the notion that the impact of knowledge resources on the knowledge creation process can best be understood by simultaneously examining an individual's previously accumulated knowledge base and that individual's direct exchange partners. Our study is at the individual level of analysis and our focus is on the knowledge bases of biomedical research scientists and resources offered through the exchange partners to whom they are directly connected through co-authorship. Few previous studies have simultaneously examined the relationship between focal scientist's previously accumulated knowledge

Author: **Katri Kauppi**; Aalto U. School of Business

Author: **Alistair Brandon-Jones**; School of Management, U. of Bath

Author: **Erik M. Van Raaij**; Erasmus U. Rotterdam

The pursuit of strategic or operational synergies between organizations frequently leads to the formation of an inter-organizational relationship (IOR) with a mutual interest. Despite an inherent pursuit of cooperation, such IORs are subject to agency problems caused by goal incongruence and information asymmetry between the independent organizations. In this study, we take the first steps towards a mid-range theory of agency in IORs. We begin with a review of IOR agency literature in the four fields of general management, marketing, operations management and economics. We identify similarities (e.g., an explicit focus on information asymmetry) and differences (e.g., assumptions about self-interest and opportunism) between the four disciplines. Then, we categorize the governance mechanisms identified in extant literature and create a framework of inter-organizational agency relationships explaining reasons for the differential deployment of governance mechanisms leading to four archetypical IOR forms.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

base in conjunction with their direct exchange partners, and the combined impact on the value of new knowledge creation. We extend previous knowledge creation research and provide empirical evidence that because individuals possess idiosyncratic knowledge bases, the ability to recognize recombination opportunities of resources offered by direct exchange partners is dependent upon the scope and depth of the focal scientist's previously accumulated knowledge base. Further because a previously accumulated deep knowledge base offers complex interrelated knowledge association patterns, scientists are able to recognize recombination opportunities of diverse resources offered through direct exchange partners, even in the presence of mostly redundant prior accumulated knowledge generally associated with deep expert knowledge bases.

[view paper \(if available\)](#)

Opening the Box of Capability Creation: An Ethnographic Assessment

Author: **Eric C. Mota**; Baylor U.

Capabilities are crucial to firms and their performance, but there is a lack of in-depth understanding of how they are created. I examine how new capabilities emerge in an ethnographic assessment of cooperations between a leading biopharmaceutical enterprise and its public partners over the course of three years. I develop a comprehensive model of capability creation comprising different generative mechanisms and supporting constructs. I label these mechanisms asymmetries, overflows, and redeployments, and show how each implies different origins of organizational capabilities and different paces of development over time. Efforts to lay out this model contribute to understanding the inner workings of capability creation and generate actionable insights on how to strengthen the development of capabilities.

[view paper \(if available\)](#)

Asynchronous

STR

Strategic Human Capital (session 1325)

How Firms Actually Use Non-Competes and Why it Matters

Author: **Cassandra Torgnes**; NHH Norwegian School of Economics

This study presents the first qualitative evidence on why and how firms actually use non-compete clauses in employment contracts. While the majority of the extant literature on non-competes focuses on the outcomes of non-compete enforceability at the state level, no studies to date look at the actual behavior of firms that use non-competes. Utilizing qualitative data from 32 interviews in three different innovation clusters, this study explores the motivations behind why firms use non-competes and how the use of non-competes influences firms' behavior toward employees. The study finds that contrary to the assumptions of the rational actor model used to defend non-competes (e.g. firms invest more in employees' human capital when employees are bound by non-competes), firms do not change levels of human capital investments based on whether or not their employees are bound by non-competes. I offer possible explanations for this discrepancy, and suggest ways to improve the rational actor model to account for actual firm behavior and thus improve the model's stability and predictability.

[view paper \(if available\)](#)

Work Motivations and Compensations in Inventive Jobs

Author: **Myriam Mariani**; Bocconi U.
Author: **Luisa Gagliardi**; Department of Management and Technology, Bocconi U.

This paper studies employee-pay interactions in jobs characterized by heterogeneous work motivations and compensation methods. We posit that individual-level differences in the balance

STR

Strategic Orientations, Misperceptions, and Coopetition (session 1323)

The Goodness and Badness of Network Misperceptions

Author: **Jingyu Li**; Chinese U. of Hong Kong
Author: **Haifeng Wang**; Shanghai International Studies U.

Author: **Jun Xia**; U. of Texas at Dallas

Existing network research takes an accuracy-based perspective emphasizing accurate network perception as an advantage, but largely ignores certain benefits of misperceptions. To supplement this perspective, we advance a bias-based perspective to differentiate between cognitive overrepresentation and underrepresentation as two types of misperceptions and posit that managers may benefit from overrepresentation to a certain degree. Overrepresentation refers to a situation in which some ties an individual perceives do not actually exist because they are not reciprocally perceived by his/her peers, whereas underrepresentation refers to a situation in which certain ties an individual does not perceive actually exist because they are perceived by his/her peers. Using survey data from 97 subunit managers of a large Chinese multi-unit firm, we find an inverted U-shaped effect of structural holes derived from overrepresented networks on subunit managers' social status, while structural holes derived from underrepresented networks negatively affect subunit performance. Our study provides useful implications for cognitive network research.

[view paper \(if available\)](#)

The Role of Closed-Loop Orientation in Overcoming Barriers to Circular Economy Practice Development

Author: **Cassian Felix Behlau**; Chair for Technology & Management, TU Dortmund U.

between self-oriented and institution-oriented motivational traits reflect differences in employees' value-appropriation strategies, with self-oriented employees being more likely than institution-oriented employees to link their remuneration to merit-pay schemes. Data on 5,253 employees in industrial research confirm our prediction and show that merit-pay compensation leads self-oriented employees to earn a lower average income, but with a larger dispersion, than institution-oriented employees. We investigate the reasons for this evidence and discuss the implications for the design of incentive schemes in jobs that are critical for firms' competitive advantages, but in which effort and output are subjectively evaluated and uncertain.

[view paper \(if available\)](#)

Knowledge Gains and Efficiency Losses: Member Turnover and Organizational Performance

Author: **Susanna Reetta Emilia Mansikkamäki**; Jyväskylä U. School of Business and Economics
Author: **Akseli Mansikkamäki**; NMR Research Unit, U. of Oulu, Finland

In order for organizations to avoid the fate of becoming rigid and obsolete over time, they need to update their knowledge base in a changing environment. One potential tool for this is member turnover that enables bringing in new knowledge. In this study, we model the effect of member turnover on organizational knowledge over the organizational life course with March's [March, J. G. 1991. Exploration and exploitation in organizational learning. *Organization Science*, 2: 71–87] model of mutual learning and extend the estimation to broader organizational performance by including also the negative aspects of turnover, the diminishing internal cohesion and the shortening member tenure. The results show that there is a trade-off between knowledge gains and efficiency losses in the member turnover process. The balance between the positive and negative consequences of the process is also context dependent and changes over the life trajectory of an organization. The present work contributes to employee mobility literature by elucidating the twofold consequences of member turnover and to the studies on organizational aging by taking a temporal view on

Based on a unique company culture valuing circular principles, companies like Patagonia have proven to be commercially successful, while being able to provide environmental benefits and securing their own resource stream. Surprisingly, although reasons for firms to change from a classical take-make-dispose model towards implementing circular economy practices are manifold, indicators measuring circularity have not significantly changed over the past years within the European Union. Thus, the question remains how organizational culture can be leveraged to overcome barriers of circular economy practices implementation. For the first time in a European context and with a focus on senior managers of manufacturing firms, our study aims to empirically examine specific configurations of strategic orientations and the underlying mechanisms that drive circular economy practices development. Our results suggest that market orientation is positively related to closed-loop orientation and closed-loop orientation mediates the relationship between market orientation and two circular economy practices; internal environmental management and eco-design. Thus, our results yield important insights on antecedents and mechanisms of implementation of circular economy practices, which can serve firms as practical guidelines on how to adopt them.

[view paper \(if available\)](#)

Coopetition Dynamics between Giant Entrants and Incumbents in a New Convergent Segment

Author: **Byung-Jin (Robert) Park**; Hanyang U.
Author: **Do-Hee Kim**; Hallym U.

This study investigates the dynamic evolution of coopetition between giant entrants from different industries and incumbent leaders, and the role of coopetition in industry leadership battles in a convergent segment. We analyze the case of coopetition between Apple and Samsung in the smartphone industry, while considering a complementor (Google) in the value-net. Our findings suggest that innovative leaders from other industries are likely to enter newly convergent segments and coopetition between giant entrants and incumbents plays an important role in the industry leadership battles. This study contributes to

the process.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

coopetition research by showing that the mechanism of coopetition capability is critical in managing tension and conflicts in coopetition. By examining both intra-firm and inter-firm coopetition and their interplay, this study shows that intra-firm coopetition could be instrumental in developing a firm's dynamic capability and capacity to balance between competition and cooperation.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

STR

The Role of Stakeholders in Firms' Response to Social Issues (session 1324)

When and Why Do Organizations Respond to Environmental, Social, and Governance Issues?

Author: **Olga Hawn**; U. of North Carolina, Chapel Hill

Author: **Ioannis Ioannou**; London Business School

Firms face growing pressures from multiple stakeholders on a variety of environmental, social, and governance (ESG) issues. When do they respond, and why? We use media criticisms to identify a number of ESG issues that organizations face simultaneously – this allows us to model their interdependencies. We hypothesize that the risk of peer contamination and the need for reputational cleansing motivate organizations to respond to a focal issue to a greater extent, and that in conjunction with issue advantageousness and media gravity, both mechanisms produce even stronger effects on organizational action. Importantly, given that firms are criticized both in traditional and social media, our primary data, collected by RepRisk daily by screening over 80,000 sources globally in 15 languages, captures multiple stakeholders and media sources. This large and unique dataset involving 3,037 firms and 20 ESG issues between 2007 and 2016 allows us to produce two sets of results – panel data and matching analyses – generating a more nuanced understanding of the mechanisms underpinning the organizational decision-making process for responding to ESG issues. We contribute to the social evaluation

STR

Venture Capital and Institutional Investment and Learning (session 1321)

Investee Peers and the Imitation of Corporate Social Strategy

Author: **Xinhao QIAO**; Hong Kong U. of Science and Technology

Author: **Jinyu He**; Hong Kong U. of Science and Technology

Author: **Xueying Bian**; Singapore Management U.

As institutional ownership becomes prevalent, firms are faced with competitions not only from their industry peers but also from investee peers with whom they share common investors. To compete for the limited financial resource, firms likely refer to and imitate their investee peers' behaviors to gain equal or favorable treatment by the common institutional investors or to prevent the investors from withdrawing their capital investment. In this study, we investigate how firms react to their investee peers' corporate social responsibility (CSR) performance using data on 2267 listed firms in the U.S. from 2002 to 2017. After addressing potential endogeneity issues, we find that high CSR performance of investee peers motivates the focal firm to improve its own CSR performance. Further, the investee peers' effect on the focal firm's CSR performance is more pronounced if the investee peers are more visible. Also, when investee peers are linked by dedicated vis-à-vis transient institutional investors, the peer effect becomes stronger.

literature, the attention-based view of the firm, the nonmarket strategy area, and research on the limits of media effects on organizational decision-making.

view paper (if available)

Individual Power Holders' Twitter Statements about Firms and their Consequences for Stock Prices

Author: **Anita Gerstbauer**; WU Vienna

Author: **Patricia Klopff**; Rotterdam School of Management, Erasmus U.

Author: **Phillip C. Nell**; WU Vienna U. of Economics and Business

Institutional theory suggests that stakeholder pressures influence firm value and behavior. Stakeholder pressures can be exerted by groups as well as by individuals in positions of power, i.e. individual power holders. New online communication channels have made it increasingly easier for individuals, in particular, to exert pressure on firms. Their messages can now reach a plethora of people in a minimum of time. When individual power holders make negative statements about firms through social media, they may result in sudden and unexpected pressures for firms. We theorize about the relationship between negative statements that individual power holders make via social media about firms and these firms' stock prices and expect it to be negative. We also study how firms' geographic concentration and political activities in the power holder's dominion moderate the suggested negative relationship. Using Donald Trump's tweets to study the relationship between firm-targeted public statements and stock prices, we find support for a negative relationship between negative public statements and the targeted firm's stock price. Our results yield support for a weakened relationship between public statements and stock prices for more politically active and geographically exposed firms.

view paper (if available)

How Firms Respond to Information-Based Regulation: An Attention-Based View

view paper (if available)

Firm Resources, Complementary Assets & Survival: Lessons from the Solar Energy Venture Capital Boom

Author: **Patrick J. Callery**; Sprott School of Business, Carleton U.

Author: **Youngbin Joo**; U. of Leeds

This study develops and tests a set of novel theoretical predictions about the conditions under which key resources undermine new venture success. To do this, we revisit the presumption of investment in core technology innovation and complementary assets in a nascent and rapidly growing industry. Drawing on insights from control of complementary assets and innovative business models, we suggest that key resources for the boom period of industry emergence do not necessarily lead to greater rewards during the industry shakeout. Our empirical analysis of exit of new ventures in the solar energy sector supports our approach: startups with core domain positioning, venture capital investment, and technological innovation are less likely to survive and to exit successfully during the period of industry shakeout. Highlighting an understudied paradox in practical settings, this study offers several contributions to knowledge of firm resources and complementary assets, and motivates new lines of inquiry in technology and business model innovation.

view paper (if available)

It's Not You, It's Me: Technological Learning and Investment Termination in Corporate Venture Capital

Author: **Peiyuan Huang**; U. of Pittsburgh

Author: **Ravindranath Madhavan**; U. of Pittsburgh

Corporate venture capital (CVC) investment has become an important source of critical resources to corporate investor and invested venture alike. However, despite an extensive exploration of the establishment and performance outcomes of CVC-venture dyads, the literature has largely neglected

Author: **Panos Panagiotopoulos**; Queen Mary U. of London

Author: **Frances Bowen**; U. of East Anglia

Given the rise in the prevalence and reach of information-based regulation over the past two decades, strategists need to understand when and how firms respond to being publicly rated by regulators. Most previous research explains the influence of regulatory ratings on firm behavior through external stakeholders pressuring target firms for improvements on previously unobservable metrics such as environmental pollution or safety records. In contrast, our study focuses on the attention of internal actors, particularly managers, to their firm's responses to rated issues. We present empirical results based on a natural experiment arising from a regulatory change in the UK and a dataset of the food hygiene rating scores of 286,605 food outlets over the period 2015-2019. Our attention-based view extends research on how firms respond to being rated by demonstrating how regulatory ratings can serve as attentional carriers, drawing organizational attention to the regulated issue and triggering changes in firm behavior. Our analysis confirms two core attention-based view principles, that is, the principle of selective attention and the principle of situated attention, as drivers of firm responses to information-based regulation. We conclude with the implications for research on information-based regulation and the attention-based view, as well as the practice of designing effective regulatory rating schemes.

view paper (if available)

Being Good or Being Bad: A Demand-Based View of Customer Landscape and Corporate Social (Ir)Responsibility

Author: **Lizhen Wang**; Guanghua School of Management, Peking U.

Author: **Weiguo Zhong**; Peking U.

Author: **Anni Chen**; Peking U.

While researches on the disclosure of corporate social responsibility (CSR) and irresponsibility (CSiR) recognize the influence of between stakeholder group heterogeneity and multiplicity, less attention has been given to the within stakeholder sub-group

the mechanisms that lead to the termination of these intriguing interorganizational relationships. Although termination has been studied in independent venture capital, the dual objectives of CVC i.e., access to superior technology in addition to financial returns, make it important to study the unique factors that drive CVC termination. Accordingly, we studied how the corporate investor's technological learning explains the likelihood of the termination of an existing investment dyad. Applying a resource dependency framework, we theorized how achieved technological learning reduces mutual dependency and enhances power imbalance, thereby predicting a higher likelihood of investment termination in the subsequent rounds. We also explored how the proposed relationship is contingent on knowledge usefulness and product market similarity. Using a combined dataset on CVC investment and corporate new invention, we find supports for our hypotheses.

view paper (if available)

Uncovering the Impact of Venture Capital Firms on Startup Innovation

Author: **Elisa Alvarez-Garrido**; U. of South Carolina

I seek to uncover the effect of venture capital (VC) on innovation by studying which VC firms and in what context foster the startup innovative process. I argue that specialist VC firms have the knowledge to help the startup innovate faster, but that this effect is moderated by context: the research environment of the country where the startup innovates is both a complement and a substitute to the effect. I find empirical support from a sample of 923 VC-backed biotech startups, from 26 countries, during a period of high growth of the biotech industry (1996-2006). The results suggest selection is not the main driver. Qualitative insights from interviews with 18 VC partners further shed light on the mechanisms underlying the effect of VC on innovation.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

demand heterogeneity and the relative importance of these demands. We develop a framework wherein CSR reporting is viewed as an organizational response to features of one of the most significant stakeholder groups of a firm—its customers. Drawing upon the demand-based view and stakeholder theory, we argue that two fundamental dimensions of customer base—customer heterogeneity and customer concentration—help explain how firms make balance along multiple social demands. We propose that customer heterogeneity drives firms to invest in diverse types of CSR activities (i.e., higher level of CSR strength) and restricts CSiR activities (i.e., lower level of CSiR strength) to gain customer legitimacy and support. While customer concentration allows firms to invest in limited CSR activities (i.e., lower level of CSR strength) and initiate more types of CSiR activities (i.e., higher level of CSiR strength) for efficiency considerations. Our framework was supported through a longitudinal analysis between 1991 and 2008. Our study contributes to the literature on strategic CSR, stakeholder theory, and demand-based view.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Adaptation and Change: Technology Adoption (session 1333)

Protection Motivation and Technology Acceptance: The Case of the Cloud-Enabled Storage Service

Author: **Chi-Hoon Song**; Pohang U. of Science and Technology

Author: **Ji-Hwan Lee**; Korea Advanced Institute of Science and Technology (KAIST)

This study explores how the threat of data loss can affect an individual's intention to adopt personal cloud storage service as protection against data loss. The methods integrate protection motivation theory with the extended unified theory of technology acceptance model. Threat (i.e., perceived severity and perceived vulnerability) did not directly affect

TIM

Ecosystems & Platforms: Platform Design II (session 1335)

Governing Open Innovation and a Digital Platform in Collaboration with a Big Science Center

Author: **Angelo Cavallo**; Politecnico di Milano

Author: **Henri Burgers**; U. of Queensland Business School

Author: **Antonio Ghezzi**; Politecnico di Milano School of Management

Author: **Vareska Van De Vrande**; Erasmus U. Rotterdam

This study explores how firms govern openness in the development of their collaborative open innovation relationships and digital platforms. We conducted an in-depth single case study of a digital

behavioral intent, but mostly acted as an antecedent of other cognitive variables (e.g, performance expectancy, response efficacy). Especially, the effect of severity on behavioral intent was significantly mediated by performance expectancy, effort expectancy and habit, whereas the effect of vulnerability on behavioral intent is significantly mediated by habit. The results provide researchers and practitioners with extended understanding of the effect of threat in IS/IT areas in which protective technologies are applied.

[view paper \(if available\)](#)

Technology Legitimacy and the Legitimacy of Technology: The Case of Kidney Disease Treatments

Author: **Sanjay Jain**; California State U., Northridge
Author: **David Ahlstrom**; Chinese U. of Hong Kong

In this paper we explore how the institutional environment in which technologies are embedded serves to select certain technologies and marginalize others. Specifically, we trace the dynamics occurring within the legitimacy ecosystem – that is, the distributed set of actors who employ different evaluation and endorsement methods to collectively confer legitimacy to a technology. We employ a historical narrative of the evolution of chronic kidney disease (CKD) treatment modalities to demonstrate how two of these (dialysis and transplantation) have become accepted forms of treatment while another (dietary protein restriction) has been institutionally locked out. In doing so, we highlight how legitimacy ecosystems are historically conditioned to select “science based” technologies. Our analysis also indicates that the role for institutional entrepreneurship activity is often circumscribed. Finally, we elaborate on the unintended impacts that such legitimization processes have on the evolution of a technological field. Our findings contribute to the technological change literature as well as the growing discourse on technology legitimacy, besides offering important implications to the medical practice and healthcare policy domains.

[view paper \(if available\)](#)

platform development resulting from an open innovation collaboration between a firm and a big science center specializing in artificial intelligence. Findings show that the governance of the open innovation collaboration and the digital platform are intertwined through a boundary organization managing the tensions between the firm and the big science center. Based on these insights we develop implications for governing openness in digital platforms and open innovation in the context of collaborating with a big science center.

[view paper \(if available\)](#)

How Cooperative Behaviors Activate Members to Submit Ideas on Crowdsourcing Platforms for Innovation (WITHDRAWN)

Author: **Mark Boons**; Vrije U. Amsterdam

Author: **Christian Fieseler**; BI Norwegian Business School

Author: **Christoph Lutz**; BI Norwegian Business School

Author: **Katarina Stanoevska-Slabeva**; U. of St. Gallen

Crowd-based platform organizations critically depend for their success on the willingness of their registered members to participate and perform in tasks, such as idea generation and innovative problem solving. A widely held assumption is that these platform organizations are successful, because they have such large member bases. For any given task, even though they might require specialist capabilities, someone within the ranks of their members will be able to perform it well. In reality, however, only a fraction of the crowd actively engages with tasks and if that, then in most cases, only for a limited period of time before phasing out of active participation. Crowdsourcing platforms therefore in effect depend heavily on a comparatively small number of active members. In this study, we aim to uncover these dynamics and investigate how members’ experiences with cooperative behaviors on a platform affect their willingness to continue to participate and perform for the platform organization over time. Specifically, we explore how their own commenting and rating behaviors and that of other members affect members’ idea submission behavior over time. Based on the longitudinal analysis of the activity of

Green Technology Transfer in a Developing Country: Experiences from Vietnam

Author: **Thinh Gia Hoang**; RMIT International U. Vietnam

Author: **Nam Vu**; Ho Chi Minh U. of Transport

Author: **Dat Le**; Centre for Applied Economics and Business Research

This study explores the transfer of efficient & eco-friendly technologies through the perceptions of both business and technology specialists in four Vietnamese organisations. Twenty-two semi-structured interviews were conducted with business leaders and technology scientists. The interviewees were asked to share their views on the motivations for importing green technology; their familiarity with, knowledge of, and understanding of green technology transfer and the current green technology performance in their organisation. Oliver's (1991) theoretical framework of actors' resistance to institutional demands is employed as a theoretical lens to investigate the perceptions of practitioners. Our study suggests that despite some benefits of the adoption of green technology, there are huge concerns over the use and importation of green technology such as the lack of operational tests, the old technologies and the lack of knowledge transfer. This is one of the first studies to explore eco-friendly technology transfers in a developing country from the micro-level perspective of both business and technology practitioners of green technology -recipient organisations.

view paper (if available)

Digital Technology Adoption and Changes in Management Priorities

Author: **Lei Fang**; Cass Business School, City U. London

Author: **Gianvito Lanzolla**; Cass Business School

Author: **Andreas Tsanakas**; Cass Business School, City U. London

In this paper we contribute to the ongoing – and still inconclusive – debate on management responses to digital technology adoption. We argue that firm

more than 11,000 crowd members over a period of 9 years, we show that engaging in commenting behavior makes members more likely to start submitting ideas and to continue to do so over a longer period of time.

view paper (if available)

Paradox of Middleware: Innovation Enabler and Creativity Constraint

Author: **Milan Miric**; U. of Southern California - Marshall School of Business

Author: **Hakan Ozalp**; Vrije U. Amsterdam

A critical determinant of the success of digital platforms is the availability of third-party complements. In order to foster the creation of such complements, platforms often rely on boundary resources: software tools and libraries that support and lower the costs of developing complementary innovations. However, while such boundary components are increasingly widespread, little is understood about how these components shape subsequent innovation outcomes and the overall platform generativity. Here, we focus on a particularly important form of boundary resource for digital platforms: Middleware components for software development. We theorize how middleware may shape both the novelty of products being created and their subsequent market value, and propose a number of mechanisms for these effects, for which we provide evidence. We test for these different mechanisms by looking at the development of console games during 6th and 7th generation of gaming consoles. We find that the introduction of licensed middleware such as third-party game and graphics engines lead to the creation of less novel, but more commercially successful products. We attribute this to the fact that middleware allows firms to reallocate resources from developing basic functionality (such as programming how the graphics will be rendered for the target platform), to other elements that make games more valuable and successful on the market (such as story or game mechanic innovation). Our results have implications for how we think about the impact of boundary resources such as middleware on digital platforms, and recombinant innovation more broadly.

sector and firm functions are sources of variance in management responses. We show, theoretically and empirically, that digital technology adoption is positively associated to divergence in management attention of managers belonging to different organizational functions within a given organization. We also show that, overall, digital technology adoption is positively associated to convergence in management attention of managers from different organizations. We test our hypotheses in the context of the US financial sector (934 banks and 221 insurers, from 2006 to 2018) and we find strong support for our predictions.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

The Microstructure of Complex Design Architectures: A Theory of Design Network Motifs

Author: **Sabine Brunswicker**; Purdue U., West Lafayette

Author: **Satyam Mukherjee**; Indian Institute of Management, Udaipur

The established stream of literature on design architectures argues that designers should aim for modular architecture in order to increase the system's technical performance by lowering the propagation costs of the system's design: A system with a small stable "core", a cycle of coupled parts of the system, and a large variable periphery reduce the risk of technical failure and increase opportunity for innovation. However, such a core-periphery view ignores the micro-level dependency structures that emerge in open collaboration when a large number of developers produce a complex technical system at distance, virtually, and outside of formal employment relationships. In this paper, we develop a theory of design network motifs that accounts for the smallest design dependencies in the system that emerge in situ. Informed by network theory, we introduce the concept of a design network motif to describe distinct patterns of design interdependencies within the smallest substructure of a system architecture. We develop a theory of design network motifs that describe a system's microstructure and explain how certain motif patterns affect the performance of a system as a whole. We empirically examine our design network motif theory using architectural data of the Open Stack repository NOVA, consisting of 2359 files and 1545532 lines of code. We extract all potential design network motifs created by 872 developers for 5 years. Our results show that design network motifs offer a new way to explain hidden dependencies in complex system architectures. Surprisingly, it is not just cycling that significantly impacts a system's performance but instead, a "feed-forward loop" motif. Our results contribute to the literature on design architectures and open collaboration more broadly.

[view paper \(if available\)](#)

Asynchronous

TIM

Entrepreneurship & New Venturing: Entrepreneurial Outcomes (session 1330)

The Double-Edged Sword of Knowledge Inheritance: Knowledge Overlap and Spin-Outs' Performance

Author: **Aliasghar Bahoo Torodi**; Alma Mater
Studiorum U. di Bologna

Author: **Salvatore Torrisi**; U. of Milano-Bicocca

This study explores the impact of knowledge overlap with parent organizations on the performance of start-ups founded by former employees of these incumbent firms. Building on the entrepreneurship literature on spin-outs, we argue that the degree to which spin-outs' technological and market knowledge overlap with their parent organizations has a nonlinear impact on their performance – breadth of technological search (which in turn affect innovativeness) and survival. Knowledge relatedness is beneficial to spin-outs because it reduces the uncertainty surrounding the early steps of a new venture. However, a high level of overlap with the parent's technological and market capabilities indicates a limited spin-out's ability or willingness to undertake explorative search, which may eventually hamper its innovativeness and competitive advantage. Moreover, substantial market overlap may spark the parent's hostile reaction, giving rise to disruptive competition that may reduce the spin-out's likelihood of survival. Also, we argue that the overlap-performance relationship is moderated by the founders' hierarchical position in the parent firms. The analysis of 131 biotech spin-outs spawned by 116 industry incumbents supported our hypotheses. Our results contribute to the entrepreneurship literature on spinout-parent relationship.

[view paper \(if available\)](#)

The Influence of Entrepreneurial Teams' Ownership Distribution on Recombinatory Novelty

TIM

IP Strategy: Evolution of Intellectual Property Rights Regimes (session 1331)

Empirical Analysis of License Policy for Declared Standard Essential Patents in Standard Setting

Author: **Dong Huo**; Harbin Institute of Technology,
Shenzhen

Author: **Jianwei Dang**; Tongji U.

Author: **Kazuyuki Motohashi**; U. of Tokyo

Standard-setting organizations (SSOs) generally request their participants to commit to offering licenses ex ante to implementers on fair, reasonable, and non-discriminatory (FRAND or RAND) terms. To adjust for the RAND context, court judges adopt modified Georgia-Pacific rules to determine patent damages ex post in infringement lawsuits involving standard essential patents (SEPs). In this paper, we review the literature on intellectual property rights policy in SSOs and modified Georgia-Pacific rules from court practices and, accordingly from technical and legal aspects, explore the determinants of licensing terms in the RAND context. By employing a novel dataset that consists of over a thousand declared SEPs in the Internet Engineering Task Force (IETF), we find that, in general, technical and legal characteristics are significantly associated with reciprocal licensing terms, despite that most of their associations with royalty-free (or royalty-bearing) terms are nonetheless trivial.

[view paper \(if available\)](#)

How Did the Terms of Protection Affect Patenting and Innovation Activities?

Author: **Hyo Kang**; USC Marshall School of Business

This study examines how intellectual property rights change the behaviors of innovating firms and characteristics of their inventions. We focus on the discontinuous change in the U.S. patent term in 1995 which significantly affected scientific invention

Author: **Elisabeth Mueller**; German Graduate School of Management & Law (GGS)

Author: **Laura Koerner**; U. of Passau

Author: **Patrick Figge**; U. of Passau

Author: **Carolin Haeussler**; U. of Passau

Entrepreneurial teams are critical to the performance of new ventures. While prior research has focused on their composition, recent studies have started a debate on the importance of their internal structure. We contribute to this debate by examining how ownership distribution between entrepreneurial team members influences novelty of the inventive activities within their ventures. Drawing on judgment theory and literature on entrepreneurial teams, we argue that an unequal ownership distribution in teams positively influences novelty creation. Further, we propose that the participation of entrepreneurial team members in inventive activities facilitates novelty creation. Controlling for endogeneity, our analysis of 4,890 inventive projects supports our reasoning and suggests that entrepreneurial teams with an unequal ownership distribution are more likely to pursue higher novelty and that direct involvement of entrepreneurial team members in inventive activities matters. Our findings contribute to the emerging debate on how the design of the internal structure of entrepreneurial teams affects organizational outcomes.

[view paper \(if available\)](#)

Learning After Doing: A Case of Corporate Incubation at Ericsson

Author: **Mayur Prataprai Joshi**; Ivey Business School

Author: **Adam Uhrdin**; U. of Leeds

Author: **Ning Su**; Ivey Business School

Author: **Krsto Pandza**; U. of Leeds

Author: **Saeed Khanagha**; Vrije U. Amsterdam

Innovation has since long been known as key to organizational success and survival, which has driven in particular large technology firms to systematize their research and development activities and explore various complementary approaches of corporate venturing and renewal, including corporate venture capital funding, open innovation and internal corporate venturing. Yet,

and patenting behavior. We provide patent, firm, and industry-level analyses and discuss implications for relevant policies. We first document that firms increased their patent applications ninefold right before the new term was applied. They also increased the number of claims per patent and breadth of their claims. These patents had higher backward citations, but the increase mostly came from outlier patents with an unreasonable number of citations, which prolonged the examination period; the review process for each patent took 25 percent more time. We found that the rush to patents was most prominent in the chemistry sector, while the mechanical engineering sector was least responsive. Firms – large, U.S. corporations, in particular – responded more prominently than individuals. Nevertheless, the change in patent term did not affect the overall quantity and quality of inventions that were patented. Finally, we provide a case study of Firm X that exemplifies the ways in which firms have used the 1995 change to obtain double the actual patent term offered.

[view paper \(if available\)](#)

Distance Puzzle in Knowledge Spillovers: A Revisit from the Legal Perspective

Designated as a “Best Paper” for TIM

Author: **Qinyu Wang**; U. of hong kong

Author: **Yanfeng Zheng**; U. of hong kong

Recent studies found that the localization effect of knowledge spillovers has strengthened during the past few decades, a surprising trend amid the age of digitalization. In this paper, we develop an analytic model to understand this phenomenon from a legal perspective. Our model shows that potential litigations and licenses impose a legal cost on follow-on innovators. The strength of patent protection thus shapes the pattern of knowledge spillovers such that a stronger protection leads to more localized spillovers. We test the model predictions exploiting the introduction of the Court of Appeals for the Federal Circuit (CAFC) in 1982, a remarkable pro-patent shift in the US. Using a matched sample of approximately 2.6 million actual and control citations around the shift, we find that knowledge spillovers became more localized after the creation of the CAFC and this change in the localization effect

corporations are increasingly facing ambiguous digital disruptions and lasting era of ferment rendering the known means of corporate innovation insufficient. In response several large corporates have started adopting more experimental approaches to their corporate innovation strategy, including lean start-up approach, corporate incubation and corporate acceleration. Addressing this increasingly relevant phenomenon, our study examines how large industry incumbents establish corporate incubation programs to facilitate strategic innovation in the wake of ambiguous environmental changes. Grounded in the context of telecommunications industry facing digital disruptions, our study reports an in-depth, longitudinal field study of corporate innovation strategy of Ericsson for the period of 2013 to 2019. We demonstrate the iterative and path dependent learning process of corporate experimentation and show indirect benefits of corporate incubation projects to the parent firm. Accordingly, we contribute to the emergent literature on corporate experimentation as well as the literatures on strategy-making processes and internal corporate venturing.

[view paper \(if available\)](#)

How do Dynamic Capabilities and Market Orientation Drive Ambidextrous Business Models?

Author: **Ralf Wilden**; Macquarie Business School
Author: **Siggi Gudergan**; U. of Waikato

Despite both business models and market orientation being relevant to value creation and firm performance, little research has investigated their relationship. Importantly, designing a business model often requires adjustments, which rests on the deployment of dynamic capabilities. Yet, we know little about the role of dynamic capabilities in fostering business model innovation. Thus, in this study we aim to understand the particular processes through which firms in general, and SMEs in particular, produce innovations to their business model in line with their market orientation. We develop process framework of business model innovation of an SME from start-up to scale-up, enabled by dynamic capabilities. More specifically, the paper clarifies the kind of dynamic capability

was more pronounced for judicial areas that were less friendly to patent owners in pre-CAFC litigations, compatible with model predictions. Our study contributes to the literature on knowledge spillovers by introducing a novel legal perspective and offers important policy implications.

[view paper \(if available\)](#)

Government R&D and Private Innovation: Empirical Evidence from the Bayh-Dole Act

Designated as a "Best Paper" for TIM
Author: **Yun Hou**; National U. of Singapore
Author: **Ivan Png**; National U. of Singapore

Performing government R&D can enhance and certify a firm's competencies, but impose resource costs. Here, we investigate the net effect of government R&D on private-sector innovation. From 1983, President Reagan allowed large businesses to patent inventions arising from government R&D. Empirically, large businesses increased government R&D, and this led to less R&D for internal use, but no significant change in R&D for external industry clients. We interpret these results as due to resource re-allocation to government R&D outweighing competency enhancement and certification for internal R&D, but not external R&D.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

deployment that is necessary for transforming a business model from market-driving to market-driven, and ultimately to one that reflects an ambidextrous market-orientation. Drawing on an in-depth longitudinal case study, this paper outlines that SMEs deploy dynamic capabilities that align with the SME's type of market orientation to innovate the design and architecture of their business models.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Knowledge Management & Learning: Decision-Making and Problem-Solving (session 1332)

Modeling Massive Social Network Problem Solving via Network Goal Analysis vs. Social Network Analysis

Author: **James D. Westaby**; Columbia U.

It is critical for organizations and their members to get questions answered and problems solved in service of objectives and innovation. For this reason, many utilize social input from massive online platforms, such as Google, Facebook, Youtube, and Stack Overflow. We refer to such socially-sourced efforts as social network problem solving (SNPS). This study employed network goal analyses (NGA) to operationalize the answering linkages, which we refer to as goal striving (G) toward question goal nodes. NGA then models the system support (S) linkages to the goal striving. This is hypothesized to generate a distinct network landscape versus traditional social network analyses (SNA). Using Q and A data from the Operations Research community in Stack Overflow, we tested the predictive validity of the G and S distinction on question innovation importance ratings. Controlling for process variables, results confirmed the predictive validity of degree G and S (and G x S moderator) on goal node importance. Degree G also predicted goal node betweenness indicating that strong G behavior results in goal nodes having the

TIM

Talent Management & Innovation: Roles and Innovation (session 1334)

Cultural Intelligence and Innovative Work Behavior

Author: **Basheer M. Al-Ghazali**; King Fahd U. of Petroleum and Minerals

The role of cultural intelligence in activating employees' innovative work behavior is yet to be explored in the innovation research. The purpose of this preliminary study is to examine how cultural intelligence boosts employees' innovative work behavior through work engagement and interpersonal trust. Data were collected via a questionnaire survey from 381 multinational organization employees in Saudi Arabia. The findings reveal that cultural intelligence is positively related to innovative work behavior. Moreover, both work engagement and interpersonal trust played partial mediating roles in the cultural intelligence-innovative work behavior relationship. The findings advance the literature on individual innovation by studying an underexplored type of intelligence (cultural intelligence) in relation to employee innovative work behavior. They also extend our knowledge of the antecedents of innovative work behavior. Practical implications are discussed at the end.

[view paper \(if available\)](#)

shortest paths across the network. As hypothesized, NGA uncovered a more diffuse SNPS system than traditional SNA, thereby providing a new complementary approach to SNPS processes.

[view paper \(if available\)](#)

Biased Information Transmission in Investor Social Networks: Evidence from Professional Traders

Author: **Sonya Lim**; DePaul U.

Author: **Jacqueline Lane**; Harvard U.

Author: **Brian Uzzi**; Northwestern U.

This research examines how the positive or negative valence of proprietary information affects both the likelihood that people diffuse this information through their social networks and the likelihood that recipients' access to this information provides them with a source of comparative advantage. Using a unique dataset of over 2 million stock trades and associated profits and losses, and 1 million instant messages exchanged between professional day traders at a U.S. hedge fund, we show that day traders are more likely to talk about their gains than their losses with their close contacts, suggesting that positive information is more likely to be shared among one's close network of strong ties. However, by examining the subsequent behaviors of message recipients, we find that recipients tend to discount the value of positive, gains related information, being both more likely to pass on and profit from negative information related to trading losses, particularly from their strong ties. Our results suggest that although individuals are more likely to share positive information with their contacts, message recipients appear to account for the asymmetry in their subsequent communications and decision-making.

[view paper \(if available\)](#)

Opportunity or Threat? Exploring Middle Manager Roles in the Face of Digital Transformation (WITHDRAWN)

Author: **Sebastiaan Van Doorn**; U. of Western Australia

Author: **Marko Reimer**; WHU - Otto Beisheim School of Management

Me and I – How Personality Shapes Inventive Performance

Author: **Stefan Wagner**; ESMT Berlin

Author: **Karin Hoisl**; Mannheim U.

The search for external knowledge increases inventive performance. We extend this established view by considering how an inventor's personality is related to her inventive performance. Focusing on plasticity, a higher-order personality trait comprising openness to new experience as well as extraversion, we propose that plasticity is positively related to inventive performance. This effect can be decomposed in a direct effect (plasticity => performance) and an indirect mediated effect via its association to search behavior (plasticity => external search => performance). We test our theoretical predictions in a model of moderated mediation relying on a sample of 1,327 industrial inventors. A positive direct effect of plasticity on inventive performance can be identified across all inventors. The overall positive effect of external search, however, is more pronounced for inventors characterized by low levels of plasticity.

[view paper \(if available\)](#)

The Role of Domain Specialists: A Case of New Product Development

Author: **Kenneth Nygaard**; Aarhus U., Department of Management

Role development is often a process driven through the likes of coworker and peers. This study investigates self-driven role development through task adjustment for highly educated technical specialists. The results of a qualitative case study including 26 semi-structured interviews reveal that specialist roles develop through a balancing act between performing formal tasks and an explorative emerging task. This is catalyzed by understanding the process of new product development which specialists build by interactions and observation within an organization. This study contributes to the understanding of continued occupational role development of highly specialized workers in high-

There has been much controversy concerning the effects of automation on the role of middle managers in contemporary organizations. Some scholars adopt the “automation-as-a-threat” perspective to argue that middle manager roles will disappear with digital automation. Yet, others take a “automation-as-an-opportunity” view to underscore the advantages digital technology offers to individuals and organizations. Drawing on role theory, we develop a framework that reconciles these opposing views, and argue that the effect of digital transformation on middle management involvement in strategic decision-making depends on which middle-management tasks are automated. Data from 74 middle managers of large firms in Germany, Austria and Switzerland, show that automation of routine tasks can help middle managers to build capacity (both, in terms of time and cognition), offering opportunities to become more involved in strategic decision-making. At the same time, the automation of non- routine tasks precludes middle-managers’ meaningful engagement with strategic narratives. Overall, our study highlights that digital transformation is a double-edged sword for middle managers’ involvement in strategic decision-making – and its effects depend on which aspects are replaced by digital technology.

[view paper \(if available\)](#)

The Inverted-U Relationship Between Expertise and Accuracy Using Machine Learning Decision Tools

Author: **Ryan Allen**; Harvard Business School

Author: **Prithwiraj Choudhury**; Harvard U.

We ask how expertise of individuals influences the quality of decisions when using machine learning (ML) based decision support tools—an increasingly important question as algorithmic predictions become an integral part of a variety of work processes in organizations. The answer to this question is unclear due to two opposing forces identified in the literature. On one hand, we would expect workers with greater domain expertise to have higher productivity using a new tool because accumulated experience contributes to absorptive capacity, facilitates efficient knowledge processing, and absorption of new information. On the other

tech industries. It adds insights on how specialists by themselves drive role development by doing emerging tasks, which, if successful, leads to an adjustment of their formal task.

[view paper \(if available\)](#)

Why Can't You See What I Can? Reputation Allocation for Solitary Innovators and Fluid Teams

Author: **Michael Zaggi**; Aarhus BSS, Aarhus U.

Author: **Matthias Müller**; U. of Hohenheim

In many distributed innovation systems, the “true” skills of the actors are hidden and reputation is the only observable proxy. Knowing about the actor skills is essential for evaluators and recruiters to predict actors’ future performance. In this paper, we build a theory on reputation allocation. Using a simple agent-based simulation model, we explore which information should be considered for calculating reputation in order to maximize the alignment between reputation and the underlying skills of actors. We consider several conditions for reputation allocation, most importantly fluid teams, that is when multiple actors produce an aggregated outcome, but reputation needs to be assigned to the individual actors. We relate our model the hiring, specifically hiring in academia. In doing so we challenge current practices of reputation allocation, show their downsides and offer solutions that increase the accuracy of rankings of actors.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

hand, deeply entrenched cognitive structures, biases, and overconfidence might lead experts to be maladaptive to new technologies and practices, and less likely to accept advice—especially from algorithms. Our results reconcile these opposing forces. Exploiting a field experiment within a large technology firm, in which IT support workers were assigned to resolve problems both manually and using an ML-based tool, we find an inverted-U shape between accuracy with the tool and expertise (a relationship that is not present for manually solved tickets). We show that this relationship is largely driven by the propensity of both low experience and high experience IT workers to reject correct recommendations from the algorithm, compared to workers with intermediate experience. We discuss implications for machine learning tools and human capital, expertise and adoption of new organizational routines, and expert judgment in decision making.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

RESEARCH

ENT

Effectuation and Bricolage 1 (session 1254)

Effectuation and Socioemotional Wealth in Family Firms

Author: **David Michael Lehmann**; ESCP Business School

Author: **Matthias Mrozewski**; ESCP Business School

Author: **Rene Mauer**; ESCP Business School

Family ownership and control lead to affective endowments of business owners, which influences the firm's strategic orientations toward corporate entrepreneurship. Using a sample of German family-owned firms, we deliver an early empirical account of the relationship between these affective endowments called socioemotional wealth (SEW) and effectual control orientation (ECO). The effects of (E) emotional attachment between family members and (I) identification of family members with the firm on ECO are significant but

ENT

OB

MOC

Emotions and Entrepreneurship: The Road Traveled, Boundary Conditions, and New Approaches (session 1261)

Interest among entrepreneurship researchers in emotional issues is growing in recognition of the role emotions play in the entrepreneurial process (Shepherd, 2016). A large number of studies on emotions in entrepreneurship examine categories of emotions such as positive or negative affect, moods, or feelings as antecedents to, boundary conditions of, and/or a consequences of, the entrepreneurial process at individual or multiple levels of analysis (Foo, Uy, & Baron, 2009). Yet the study of affect and emotions in entrepreneurship is still an emerging domain. There has been limited work challenging the quality of affect-based scholarship in entrepreneurship with regard to utilization of methodologies or conceptualization of emotions, both of which deserve attention. Further,

contradicting. We discuss this interplay of SEW with ECO and provide avenues for further research on family effectuation.

view paper (if available)

Entrepreneurial Behavior in SMEs: CEO Regulatory Focus as a Determinant of Effectual Orientation

Author: **Mark Tornow**; RWTH Aachen U.

Author: **Andrea Greven**; RWTH Aachen U.

Author: **Denise Fischer**; RWTH Aachen U.

In order to successfully deal with uncertainty resulting from today's turbulent environments, established firms may benefit from employing entrepreneurial approaches such as effectuation. Although literature initially introduces effectuation as an individual-level decision-making logic to manage uncertainty, scholars expand its reach to the whole organization, redefining effectuation as a strategic orientation. However, our understanding on how managers can actively promote effectual behavior within established firms is limited. Drawing on upper echelons theory, we aim to close this research gap by examining the impact of CEO's personality, in particular regulatory focus, on effectual orientation. Our results base on primary research data of 448 CEOs from established SMEs in Germany. We find a positive relationship between promotion focus and effectual orientation, whereas prevention focus positively relates to the conservative effectuation sub-dimension being affordable loss. Our study advances literature by relating regulatory focus to entrepreneurial behavior in the corporate context and establishing an important antecedent to effectual orientation.

view paper (if available)

Causation, Effectuation, and Innovation Performance: The Mediating Role of Absorptive Capacity

Author: **Christopher Steinert**; Doctoral Candidate

Author: **Christian Landau**; EBS Business School

Author: **Nikolaus T. Uhlenbruck**; U. of Montana

This essay addresses the question how new

entrepreneurs experience significant and persistent dilemmas when it comes to experiencing and displaying their emotions, as well as managing and reacting to employees' or other stakeholders' emotions. There is, therefore, a need to understand the role of affect, emotions, moods, or feelings at different stages of entrepreneurship and/or at different levels of analysis. It is also useful to pause and take stock of the progress being made in the field to identify what is silent or misrepresented in the growing 'emotions and entrepreneurship' literature. There is also a need to provide greater insight into the ways in which entrepreneurs resolve various emotional dilemmas.

Taking the Pulse: State of the (He)art of Entrepreneurial Emotion Research

Melissa S. Cardon; U. of Tennessee

Alka Gupta; Bernard M. and Ruth R. Bass Center for Leadership Studies

Safal Batra; Indian Institute of Management, Kashipur

Golshan Javadian; Morgan State U.

Vishal K. Gupta; U. of Alabama

Affect and Personal Initiative Among Early-Stage Entrepreneurs: A Dual Tuning Perspective

Marilyn Ang Uy; Nanyang Technological U.

Gabriel Henry Jacob; Nanyang Technological U.

Michael Marcus Gielnik; Leuphana U. Lüneburg

John Luis Lagdameo; SOMBA

Armando G Miclat Jr.; Ateneo de Manila U., Philippines

Enrico Osi; Ateneo de Manila U., Philippines

Entrepreneurial Envy: A Mixed-Blessing for Entrepreneurial Action?

Joel B. Carnevale; Syracuse U.

Jordan McSweeney; U. of Connecticut

Kevin McSweeney; Oxford U., Saïd Business School

Reginald Lewis Tucker; Louisiana State U.

Where There is No Shame, There is No Honor: Can Shame Help Entrepreneurs Rebound from Failure?

Song Lin; Central U. of Finance and Economics

Stephen Xu Zhang; U. Of Sydney

Jing Yu Yang; U. Of Sydney

ventures create innovation performance through the application of two entrepreneurial decision-making approaches, namely causation and effectuation, and the usage of absorptive capacity. We build a conceptual model and use partial least squares structural equation modeling in order to analyze survey data on 150 BioTechs and FinTechs operating in three European countries. Our results reveal that causation does not directly impact a firm's innovation performance, but that this relationship is fully mediated by absorptive capacity. We further find effectuation to significantly influence innovation performance, while absorptive capacity partially mediates this relationship. In addition, industry growth negatively moderates the path between causation and absorptive capacity. We contribute to theory on entrepreneurship—in particular to literature on effectuation and knowledge spillover—and dynamic capabilities theory by showing that causation and effectuation have different effects on the creation of innovation performance. Furthermore, we establish the understanding that absorptive capacity enhances the influence of both decision-making approaches on innovation performance. In particular, absorptive capacity is a necessary precondition for an applied causal approach to create innovation performance. When an effectual approach has been applied, absorptive capacity can be considered a supportive precondition. The respective managerial implications as well as limitations and future research avenues are discussed.

[view paper \(if available\)](#)

Effectuation Logic, Role Innovation, and Academic Entrepreneurship Performance

Author: **Yanxia Li**; Harbin Institute of Technology

There is an increasing attention on academic entrepreneurship research, however, fewer studies focus on the outcome of academic entrepreneurship, that is academic entrepreneurship performance. What is more important is how to achieve this result, how academic entrepreneurs make decisions and adjust behaviors to achieve academic entrepreneurship performance. Therefore, this study attempts to analyze the impact of academic entrepreneurs'

Siran Zhan; U. of New South Wales

It's Not What You Say, It's How You Say It: Emotional Vocal Cues in Entrepreneurial Pitching Outcomes

Jarrod Ormiston; Maastricht U.

Deniz Iren; The Open U., Netherlands

Jermain Christopher Kaminski; Maastricht U.,
School of Business & Economics

Michael Leyer; U. of Rostock / Queensland U. of
Technology

Stefano Bromuri; The Open U., Netherlands

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

effectuation logic and role innovation on academic entrepreneurship performance and explore the interaction effects between role innovation and the four dimensions of effectuation logic (experimentation, affordable loss, flexibility and pre-commitments) on academic entrepreneurship performance. based on 200 valid samples, this study finds that effectuation logic and role innovation of academic entrepreneurs are associated with academic entrepreneurship performance and that the four interactive effects play different roles. This study complements the research on academic entrepreneurship and academic entrepreneurship performance, and also enhances our understanding of the role of effectuation logic and role innovation in achieving academic entrepreneurship performance. Practical implications, limitation and future research are also discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Entrepreneurial Innovation and Strategy (session 1258)

Who Contributes to Innovations?

Author: **Karnoukhova Elena**; National Research U. Higher School of Economics

Author: **Stepanova Anastasia**; HSE U.

Innovations are a major driver of the global economy. Recently, the typical major owner become an institutional investor. Moreover, the stakes of institutional owners have increased, which lead to the ownership concentration among types. Traditional investment managers, banks, insurance companies and hedge funds have different goals and strategies, so their roles in firms differ significantly. In this article we analyze the influence of different types of investors on the innovation input and output of Russell 3000 index US companies. This research uses a GLS models to suggest on 17346 firm-year observations for period 2004–11 that different types of investors have different effects on the innovative performance of

ENT

Funding 1 (session 1255)

Financial Knowledge and the Acquisition of Debt Financing: Implications for Born Globals

Author: **Laurence Rijssegem**; Ghent U.

Author: **Egle Vaznyte**; Jheronimus Academy of Data Science

Author: **Petra Andries**; Ghent U.

Author: **Ine Paeleman**; U. of Antwerp

This study investigates the relationship between founders' knowledge of different debt financing mechanisms and their start-up's ability to attract debt financing. Building on the cognitive psychology literature, we propose that the depth of founders' debt financing knowledge is positively associated with a start-up's ability to acquire debt financing while the breadth of their debt financing knowledge is negatively associated with this outcome. Moreover, integrating insights on international entrepreneurship, we argue that these relationships will be more pronounced for born globals than for non-born globals. Analyzing survey data on 1,385

US companies. By focusing on the ownership concentration, we demonstrate first, that grey investors decrease innovative output; second, that passive independent institutions enhance innovation input and output in virtue of their active monitoring and long-term investment horizons; third, that the concentration of the industry, size and financial constraints play an important role in the innovative performance.

[view paper \(if available\)](#)

Pre-Entry Knowledge of Entrepreneurs and Market Strategy

Author: **Seojin Kim**; U. of Maryland

I investigate how and why the sources of entrepreneurial knowledge, namely prior experience that founders gained in academic, user, and employee settings, may affect market strategy of new ventures. While prior studies did not examine the heterogeneity of pre-entry knowledge in predicting strategy and performance of startups, I argue that each firm type possesses a distinct comparative knowledge advantage regarding key elements of the industry's technological system, thereby leading to firm differences in technological and value chain positioning. I assembled the quantitative and qualitative data of 173 prosthetic startups created between 1991-2017. My results indicate that academic startups were likely to choose component-level products based on nascent technology, while employee startups were likely to choose finished products based on established technology. Also, user startups were likely to choose niche, component-level products leveraging established technology. Through qualitative data, I interpret my findings to suggest that entrepreneurs' strategic choices are constrained by their initial strengths and the cost of acquiring additional resources. Together, I suggest that entrepreneurial strategy can be better understood by considering the interaction of the types of entrepreneurial knowledge and the industry's technological system.

[view paper \(if available\)](#)

start-ups located in Flanders (Belgium) through a Heckman regression model largely confirms our hypotheses. The results have implications for the entrepreneurial finance and international entrepreneurship literature, and for start-ups and policy makers intending to support them.

[view paper \(if available\)](#)

Follow the Money: The Funding Acquisition Process of Nascent Ventures

Author: **Lukas Held**; Utrecht U.

Author: **Andrea Monika Herrmann**; Columbia U.

Author: **Friedemann Polzin**; U. Utrecht School of Economics

This paper integrates the largely separate literatures of financial bootstrapping and pecking-order theory (POT) in order to explore how funding acquisition processes evolve at the firm level. Based on novel optimal matching techniques combined with binary logistic regressions, we identify how the most typical funding acquisition processes of nascent ventures evolve in specific circumstances. In accordance with financial bootstrapping theory, the majority of nascent ventures rely on bootstrapped finance. Importantly, we are additionally able to theorize – in line with pecking order theory – under which circumstances the minority of nascent ventures transition from founder and insider equity towards market-based (debt and equity) finance. As a result we offer a novel theoretical approach to understand how funding acquisition processes evolve in nascent venture.

[view paper \(if available\)](#)

Homeownership, Home Equity, and Black-Owned Business Starts

Author: **Rachel Atkins**; NYU Stern

In this article, I examine the ways in which housing wealth explains observed differences in the probability of starting a business for blacks as compared with whites. A growing body of empirical work on the housing collateral channel shows a positive relationship between increases in housing

The Impact of Parents and Neighbors on the Capability Development of New Ventures

Author: **Vilma Chila**; Tilburg U.

Author: **Shivaram Devarakonda**; Tilburg U.

Author: **Xavier Martin**; Tilburg U.

The central role of knowledge for firms' innovation and growth has heightened interest in where new ventures source their most critical input -- knowledge. We focus on spin-out firms. Some studies propose that these firms inherit knowledge from parents, whereas others argue that startups obtain knowledge from geographic neighbors. We argue that spin-outs obtain knowledge both from parent(s) and from geographic neighbors, and that the use of this knowledge varies systematically as the venture matures. Our results show that both knowledge inheritance and geographic proximity affect the knowledge sourcing behavior of new ventures. Furthermore, geographic proximity dampens the relationship between inheritance and knowledge sourcing. Finally, these effects depend upon the age of the startup. We examine these effects in a sample of American semiconductor firms over 21 years.

[view paper \(if available\)](#)

Innovation in the Public Sector: The Role of Creative Self-Efficacy, Managerial Support, and Workload (WITHDRAWN)

Author: **Hugo Verver**; Tilburg U.

In this study, we examine to what extent managerial support and workload affect the relationship between creative self-efficacy and innovative behavior. We contribute to creativity and innovation literature by developing theory and providing empirical evidence on how the managerial support and workload act as moderators that facilitate or hinder innovative behavior. We examine this novel approach in the public sector, using a sample of seven Dutch municipalities. Our results indicate a positive relationship between creative self-efficacy and innovative behavior, and perceived managerial support strengthens this relationship, while we find no support for the level of workload as a boundary condition.

assets and the likelihood of entering entrepreneurship. It is well documented that blacks possess less housing wealth than whites on average in the US. Though the literature identifies racial differences in access to financial capital generally as a leading driver of black-white disparities in entrepreneurship, it is virtually silent on the extent to which black-white disparities in housing wealth, in particular, may explain racial differences in firm starts. Using Blinder-Oaxaca decomposition technique, I estimate that the differences in average levels of home equity account for approximately 13 percent of the black-white gap in firm starts among homeowners. I also estimate entrepreneurial choice models on panel data from 2003 through 2013, a time frame that includes a housing boom and subsequent bust. I exploit the variation in home-based assets during this period to examine whether there is a differential effect of these assets on firm starts by race. I find no relationship between homeownership and starting a business, however, conditional on owning a home, an increase in home equity is positively related to the probability of starting a business for whites but not for blacks. Thus, while deficits in home assets contribute to black-white gaps in entrepreneurship, blacks who do own home assets are less able to access the housing collateral channel than whites with similar levels of home assets.

[view paper \(if available\)](#)

Turned Down in a Downturn? Real Effects of Not Securing Capital in the Global Financial Crisis

Author: **Ed Saiedi**; KTH Royal Institute of Technology, Dept of Industrial Economics and Management

I investigate effects of funding rejections on firm investments and performance, through matching successful and observably-similar unsuccessful capital-seeking SMEs. This approach to disentangling supply-side from demand-side forces by exploiting realized application outcomes is novel and robust to substitution effects between sources of capital. I find evidence of firms' investments being hampered due to inability to access capital in the crisis. Whereas liquidity helps absorb this supply shock, rejection makes firms less prone to use liquidity for investments in the post-crisis period. Reduced

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

investment plans following rejection are a primary channel through which firm performance is lowered. Results imply that capital substitutions were not adequate to shield SMEs from crisis-era distress to creditor balance sheets.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Identity and Entrepreneurship 1 (session 1257)

Entrepreneurial Diversity: Contextual Variety of Entrepreneurial Identities and Experiences

Author: **Sibel Ozasir**; Nijmegen School of Management

This study explores entrepreneurial diversity through the analysis of everyday experiences of women entrepreneurs and their entrepreneurial identity construction processes in relation to context and questions the manner in which entrepreneurial experiences and identities vary across contexts. Capitalizing on life story narratives of Turkish women entrepreneurs in two country contexts – Turkey as the country of origin and the Netherlands as the country of residence, we evaluate migration as a significant contextual element along with country-specific opportunity structures and look at what differences it makes with respect to entrepreneurial identities and experiences of these Turkish women entrepreneurs. We analyze the social, political, and institutional opportunity structures and the relationship between these opportunity structures and entrepreneurial identities and experiences in Turkey and the Netherlands comparatively. We propose that Turkish women entrepreneurs in Turkey engage in processes of ‘self-defense’, whereas in the Netherlands they engage in processes of ‘self-discovery’. The women in the Netherlands challenge existing opportunity structures either by providing alternative images of a Turkish migrant woman or questioning culturalist perspectives behind these opportunity structures. In Turkey, women

ENT

Network Perspectives 1 (session 1260)

Entrepreneurial Gravity: An Additional Metaphor of Tie Structure

Author: **Israel Fortin**; Indian Institute of Management, Bangalore

“Entrepreneurial gravity” locates the most attractive actors of an entrepreneurial ecosystem within the most central, cohesive, and dense areas of this ecosystem. This thought experiment based on a metaphor encompasses four meanings describing a phenomenon integrating several established tie structure dynamics and explicitly connecting them with the entrepreneurship literature. We first justify the need for an additional metaphor of tie structure in entrepreneurship research. Second, we review the literature on tie structure evolution and establish links between centralization, cohesion, attraction, and density. The integration of these four concepts leads to the definition of entrepreneurial gravity, which includes a dialectic between a self-reinforcing process and change underlying entrepreneurial gravity pole shifts.

view paper (if available)

Social Ties, Entrepreneurship Motivations, and Entrepreneurial Performance

Author: **Jinxin Liu**; Xi'an Jiaotong U.

Author: **Shibin Sheng**; U. of Alabama, Birmingham

Author: **Yuan Cheng**; School of Economics and Management, Tsinghua U.

Despite growing attention to entrepreneurial

entrepreneurs are more hesitant in challenging the opportunity structures. They either step down from their enterprises or downgrade their entrepreneurial identities in order to fulfill the requirements of these opportunity structures. This study contributes to the field of entrepreneurship by providing an extended understanding of the manners in which entrepreneurial identities and experiences vary across contexts.

[view paper \(if available\)](#)

Instrumental Self Guides: Drivers in the Formation of an Entrepreneur Identity

Author: **SHASHA LIU**; Renmin U. of China

Author: **Claudia Smith**; U. of Victoria

Author: **Brock Smith**; U. of Victoria

Identity influences entrepreneurial decision-making and persistence, among other behaviors. The formation of an entrepreneur role identity is important in reflecting entrepreneurial intent, a key precursor to entrepreneurial activity. Most entrepreneurs transition to entrepreneurship from paid employment, yet little is known about the process these individuals undertake to establish an initial entrepreneur role identity. We begin to address this gap based on conceptual evidence from literature outside of entrepreneurship, and through depth interviews with 30 founders who left paid work to start ventures and 12 employees who had not yet decided to venture. A comprehensive model of entrepreneur role identity formation in the liminal period is developed. This model establishes the importance of balance between feared and aspirational possible selves, and shows the instrumental value of self-guides to the entrepreneur-to-employee identity transition. We also identify the complex cognitions and context factors that support this transition.

[view paper \(if available\)](#)

Social Identity Theory in Family Firms – Is an In-law a Family or Not?

Author: **Jung Eung Park**; International Institute for Management Development - IMD

motivations (opportunity-based and necessity-based entrepreneurship), few studies have explored their determinants or impacts on entrepreneurial performance. Drawing on entrepreneurship literature and institutional theory, this study examines the impacts of social ties on opportunity-based and necessity-based entrepreneurship, their relationships with entrepreneurial performance, and the contingent effects of the institutional environment. The empirical findings from multilevel archival datasets from China reveal that business and political ties increase opportunity-based entrepreneurship, whereas business ties inhibit necessity-based entrepreneurship. Opportunity-based entrepreneurship has a positive effect while necessity-based entrepreneurship has a negative effect on entrepreneurial performance. Both effects depend on policy transparency and fiscal transparency.

[view paper \(if available\)](#)

Towards a Contingency Theory of How Network Structures Influence the Entrepreneurial Process (WITHDRAWN)

Author: **Peter Kalum Schou**; NHH Norwegian School of Economics

This paper proposes that different network structures influence the entrepreneurial process – the discovery and realization of opportunities by entrepreneurs- in different ways. Generally, there are two forms of network structures that produce two forms of social capital. There are network structures with structural holes that produce information as social capital for the player brokering a hole. Then there are closed network structures that produce trust as social capital for the player placed in a closed network. The paper argues that (1) placement in structural holes increases the chances of discovering opportunities, whereas network closure decreases the chances. (2) Placement in a closed network allows for easier access to resources that facilitates realization of opportunities, whereas placement in networks with structural holes decreases the ability to gain resources. This leads to (3) entrepreneurs need different types of social capital at different times during the entrepreneurial process. Thus, they should change network structures during the

Author: **Jeremy Woods**; California State U., Bakersfield

Author: **Gloria Sweida**; Southern Illinois U., Edwardsville

Author: **Denise Kenyon-Rouvinez**; International Institute for Management Development - IMD

In this qualitative study, we ask about the extent to which in-laws are perceived as family members by investigating how and why some families hire in-laws while others do not. Although an in-law is legally a family member, the decision to hire in-laws is made differently from the decision to hire born-in family members. Social identity theory offers an explanatory lens to understand how and why some families engage in-laws in their businesses. As the social identity that a family and an in-law form together is subject to change over time, reinforcing familial trust is critical to maintaining family support. This research challenges the conventional treatment of a family as a homogeneous group and nonfamily as a homogeneous group within family firms.

[view paper \(if available\)](#)

When Identities Collide: How Founder Identities Emerge and Change

Author: **Jody Delichte**; U. of Cape Town, Graduate School of Business

Author: **Ralph Hamann**; U. of Cape Town

Founder identity is a burgeoning field of study; however, we know little about how founder identities emerge and change. We explore this question using an extreme case of a nascent business context in Northern Kenya through a longitudinal, qualitative study of 51 pastoralists newly introduced to business. Applying identity theory and social identity theory lenses, we develop a model illustrating the process through which different founder identities emerge based on varied responses to identity conflict between extant and new identities salient to founders in their work. Founders follow one of three pathways, either maintaining emphasis on extant identities, balancing emphasis between extant and new identities or transforming to emphasize new identities. The pathway a founder follows, and therefore who they become as a founder, is regulated by other salient

process of discovering and realizing opportunities. The paper seeks to clear up existing contradictions on the role of social capital in the entrepreneurship literature and argue for a processual view on how entrepreneurs build and use different types of social capital.

[view paper \(if available\)](#)

The Causal Mechanisms of Social Capital in Social Entrepreneurship

Author: **Xiaoti Hu**; Southampton Business School, U. of Southampton

Author: **Angelika Zimmermann**; Loughborough U.

Author: **Susan Marlow**; U. of Birmingham, U.K

Social entrepreneurship is a multilevel phenomenon emerging from dynamic interactions between agency and structures at institutional, individual and community levels. Social entrepreneurs must bridge gaps between different individuals, organisations, industries, societal sectors through networking. However, little effort has been made to develop theories to explain how social networks/capital work and little empirical evidence has been provided. This paper aims to close this gap by developing a critical realist analysis of the role of social capital in social entrepreneurship. We draw on social capital theory and critical realism and propose that social capital is the inherent causal power embedded in social networks. As a causal power, social capital may or may not be actualised and, when actualised, it enables entrepreneurial actions to create social value. Through a multiple-case study that involves 45 semi-structured interviews, we identify three mechanisms – sparking, manifesting and scaling – through which social entrepreneurs use their social capital to obtain information, knowledge, market access, business resources, power and influence. These mechanisms enable entrepreneurial actions to create social and economic value. This paper develops our understanding of SE as a multi-level phenomenon by analysing the relations between individual networks and social capital, organisational resources and social sector market. It also extends social capital theory by exploring social capital in SE and highlighting its enabling effects on entrepreneurial actions.

and/or central identities. Our findings also show how founders engage in external identity work to change perceptions of who they are as a founder when they diverge from extant values, norms and expectations. Our contributions extend understanding of founder identity by explaining the process of founder identity emergence, and explaining variation in founder identity change, as well as by bringing external identity work to the fore in founder identity construction.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

ENT

Social Enterprise (session 1259)

Legitimation Patterns of Social Enterprises as Hybrid Organizations

Author: **Ji Hoon Park**; Hanyang U.

Author: **Zong-Tae Bae**; Korea Advanced Institute of Science and Technology (KAIST)

On the basis of an inductive multiple case study of ten social enterprises, this study explores how social enterprises, which incorporate for-profit and not-for-profit logics as a hybrid form, gain legitimacy. The analysis suggests the existence of three types of social entrepreneurs' hybrid identities and shows how these hybrid identities systematically shape legitimation patterns of social enterprises. Furthermore, the findings suggest social enterprises' organizational types as hybrids also determine their legitimation patterns. These findings theoretically contribute to the research on hybrid organizing, legitimation of new ventures, and social entrepreneurship.

[view paper \(if available\)](#)

Management of Social Enterprise Tensions within Institutional Plurality: A Resource Based View

Author: **Samia Hoque**; Manchester Metropolitan U. Business School

ENT

Teams (session 1256)

New Venture Team Learning: The Development of Learning Behaviors in the Venture Creation Process

Author: **Iselin Kristine Mauseth Steira**; Nord U. Business School

Author: **Gry Agnete Alsos**; Nord U. Business School

Author: **Marianne Terese Steinmo**; U. of Nordland

Author: **Andrew C. Corbett**; Babson College

New venture creation is a dynamic process, where learning under uncertain conditions is a critical aspect (Vogel, 2017). Hence, the entrepreneurs' ability to learn may have crucial implications for how the venture develops and its subsequent success. This is particularly the case for novice entrepreneurs, which due to their lacking experience, need to figure out also how to learn in the process. In this paper, we examine how novice new venture teams develop their learning behaviors during the process of setting up a new venture. Drawing on longitudinal case studies of five new venture teams, we identify three distinct types of learning behavior and the conditions under which these learning behaviors tend to develop. We thereby inform the literature on entrepreneurial learning, as well as the scholarly development of team learning in the entrepreneurial context.

[view paper \(if available\)](#)

Author: **Abdullah Al Faruq**; Leeds Beckett U.

This paper examines the nature of managerial tensions that may result in hybrid SEs due to co-existence of values and influences from pluralistic institutional domains. The paper also explores how such organisations mobilise resources and capabilities in order to respond to internal tensions. The study adopts a multiple case study approach, collecting data from ten Bangladeshi SEs. The study identifies a number of competing pressures originating from multiple institutional domains which have affected the way they accomplished their dual value and approval from multiple stakeholders. This interplay between SEs' dual goals and institutional influences led to seven different tension types inside the studied cases. The management of these tensions, at the strategic level, involved five different responses: i) forced adoption/coercive adoption, ii) proactive response, iii) adapt, iv) influence, and v) side-stepping. At the functional level, this involved orchestration of SEs' resources and capabilities in a particular way.

[view paper \(if available\)](#)

Striking a Balance: Revenue Drift, Incentives, and Effort Allocation in Social Enterprises

Author: **Theodor Lucian Vladasel**; U. Pompeu Fabra and Barcelona GSE

Author: **Simon Parker**; Ivey Business School

Author: **Randolph Sloof**; U. of Amsterdam

Author: **Mirjam Van Praag**; CBS

Social enterprises often exhibit revenue drift, i.e. an excessive focus on purpose at the expense of profits. Despite the threats this poses for organizational performance and survival, social entrepreneurs are reluctant to use performance-based pay due to the perceived incongruence of incentives with social impact and the risk of mission drift. We argue that monetary incentives can elicit a balanced effort allocation by redirecting employee effort to commercial tasks and by attracting workers who are less prone to exerting excessive social effort. We vary incentive strength in an online, real-effort experiment and find that both modest and strong incentives produce a more balanced effort allocation by redirecting worker attention to

The Curvilinear Relationship Between Team Identification and New Venture Performance

Author: **Hao Ji**; Ningbo U.

Author: **Wencang Zhou**; Montclair State U.

How entrepreneurs define their concept of selves is likely to have important impact on the process and outcome of new venture creation. However, almost all of past studies focus on entrepreneurs' individual identity, and overlook that most of new ventures are started by entrepreneurial teams rather than individual entrepreneurs. This study tends to explore the effect of team identification on new venture performance. We propose that the relationship between team identification and new venture performance may be inverted U-shaped, and environmental uncertainty may moderate this curvilinear effect. We tested these hypotheses using a sample of 54 new venture teams in Internet Technology (IT) industry. As expected, we found that team identification has a positive effect on new venture performance firstly, however, this effect turns to negative when team identification is too high. Moreover, this inverted U-shaped relationship is more salient at a low level of environmental uncertainty rather than at a high level of environmental uncertainty.

[view paper \(if available\)](#)

Mixing Person and Position: Social Capital Fit in Entrepreneurial Teams

Author: **Jianhua Ge**; Renmin U. of China

Author: **Di Zhu**; Renmin U. of China

Author: **Jane Lu**; City U. of Hong Kong

This paper investigates the relational dynamics within entrepreneurial teams through the lens of social capital. Both bonding and bridging social capital are vital to entrepreneurial performance, but how to integrate them is still puzzling. Prior research has mainly considered the person side, i.e., team members. In this study, to fully capture the team functioning, we propose to take both person and position into account. Specifically, we theorize on the social capital nature of team positions and draw

commercial tasks. While strong incentives lead to a small decrease in workers' social motivation, modest incentives do not affect social enterprise workforce composition. Social enterprises that combine mission and monetary rewards not only attract more workers, but also succeed in directing worker attention to both commercial and social tasks.

[view paper \(if available\)](#)

Learning with and without Profits: A Multilevel Framework

Author: **Gordon Miller**; Baylor U.

Author: **Peter G. Klein**; Baylor U.

Author: **Malavika Nair**; Troy U.

Given differences in the motivating factors of commercial and social entrepreneurship, in what kinds of ways might firms/organizations in each structure innovation? Building off the literature related to distributed innovation, network theory, and social entrepreneurship, this paper expands upon Klein et al. (2019) in addressing triadic relationships between autonomy, sponsorship, and incentive structuring within organizations. Specifically, it establishes a multilevel theoretical framework for assessing the antecedents and consequences of structural complementarity decisions, and it suggests an additional parameter by which organizations' structural complementarities might be assessed—namely, the degree to which a firm conducts learning internally vs. externally. I argue that considering how commercial and social entrepreneurship differ in terms of performance measurement, goal complexity/ambiguity, and ex post selection across multiple levels simultaneously allows us to make better sense of the underlying phenomena. To illustrate a potential application of the framework, I look to evidence from the emerging sharing economy through the perspective of a construct developed in Nair and Miller (2019), private philanthropy through technology (PPT).

[view paper \(if available\)](#)

a distinction between bonding positions and bridging positions as the functioning of different positions (e.g., finance vs. R&D) may request different forms of social capital. We further argue that when a team's positions are occupied by those holding appropriate social capital, namely person-position fit, its functioning and performance will be elevated. Otherwise, a misfit leads to poor performance. We find evidence from an analysis of 2,914 entrepreneurial teams in China. This study contributes to our understanding of the functioning of entrepreneurial teams from the social capital perspective and highlight the importance of considering the role of functional positions in the integration of both bonding and bridging capital.

[view paper \(if available\)](#)

The Influence of Entrepreneurial Teams' Structural Power Inequality on Firm Performance

Designated as a "Best Paper" for ENT

Author: **Miriam Bird**; TUM School of Management, Technical U. of Munich

Author: **Mateja Andric**; U. of St. Gallen

Author: **Karin Maria Kristina Hellerstedt**; Jonkoping International Business School

In this research article, we investigate how structural power inequality within entrepreneurial teams influences firm performance. We argue that very high and very low levels of structural power inequality undermine cooperation and communication within the team and therefore inhibit the efficient deployment of entrepreneurial team members' resources. We find evidence for an inverted U-shaped relationship between structural power inequality and firm performance. Furthermore, we investigate the influence of social ties and find that the inverted U-relationship becomes stronger in the presence of co-worker ties and weaker in the presence of family ties. These results provide important contributions for research on power in organizations and entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

Asynchronous

PAPER SESSION

ASYNCHRONOUS



ODC

Unveiling Time in Strategic and Organizational Change (session 367)

How Tensions in Valorizing Time Influence Planned Organizational Change

Winner of ODC Division Best Paper Award

Designated as a "Best Paper" for ODC

Author: **Marina Biniari**; Aalto U.

Despite the importance of organizational members' worktime for the implementation of organizational change, studies of how organizational members' worktime is valued and reallocated during change remain rare. To illuminate this important but underexplored issue, we investigated how members responded to the time requirements of a change initiative in a multidivisional engineering company. Our analysis revealed that the ways in which members responded to the reallocation of their time – required to implement organizational change – reflected the different ways in which they (and their organization) valued the reallocated time. In particular, three types of value became salient: economic value, social-symbolic value, and personal-symbolic value. Tensions among the time requirements and these three types of values explain variation in the degree to which members felt energized and allocated their worktime to the initiative, and more or less actively resisted the process. This variation significantly influenced the evolution of planned organizational change, in particular its time-delivery goals and pace. Our theoretical insights have significant implications for understanding the valuation and use of organizational members' worktime during a planned change process.

[view paper \(if available\)](#)

Stickiness, Dissonance, and Strategic Renewal: A Temporal Perspective

Designated as a "Best Paper" for ODC

Author: **Gwyneth Edwards**; HEC Montreal

Author: **Rick Molz**; Concordia U.

Strategic renewal is undertaken by organizations for a variety of reasons, one of which is in response to an industry shock. Although research has investigated strategic renewal retrospectively, lack of empirical data has led to cross-sectional analysis; we know much less about how the process occurs over time. In this research, we take advantage of a unique data set that allows us to study a firm's attempt at strategic renewal over a period of 10 years. We analyze Nortel, a Canadian-based leading telecommunications manufacturer, which undertook a strategic renewal process in response to a major industry shock that occurred in 2000/2001. We employ path constitution analysis to identify the firm's strategic renewal efforts and outcomes from 2001 to 2009. Our findings indicate that, as a firm makes efforts to engage in strategic renewal and to move off path, dissonance between initial and newly introduced self-reinforcing processes reduces strategic options and, over time, erodes firm resources, preventing strategic renewal. We contribute to theory on strategic renewal and path dependence by identifying the mechanisms that can prevent a firm from altering strategic paths.

[view paper \(if available\)](#)

Reconceptualizing Strategic Change as Emergence: A Theoretical Model of Nested Evolutionary Processes

Designated as a "Best Paper" for ODC

Author: **Andrey Pavlov**; Cranfield School of Management

Author: **Cliff Bowman**; Cranfield U.

Strategic change is one of the central concepts in strategic management, and the evolutionary perspective has long been recognized as one of the most suitable analytical lenses for studying it. Despite this, the study of strategic change on the macro level (economic systems or populations of organizations) has been largely independent on the micro level (individual and organizational learning). This resulted in the fragmentation of the field and a theoretical discontinuity in explaining strategic change. In this paper, we integrate the mechanism of the evolutionary perspective with the explanatory apparatus of complexity theory to theorize strategic change as emergence of nested evolutionary processes. This conceptualization allows us to make a step towards theorizing strategic change holistically, from individual action to organizations and populations of organizations.

[view paper \(if available\)](#)

Strategic Path Dependence and Transformation: The Impacts of External Positive Feedback

Author: **Fang Su**; Management School of Jinan U.

Author: **Ji-Ye Mao**; School of Business, Renmin U. of China

Author: **Sirkka Jarvenpaa**; U. of Texas at Austin

Whereas prior research has focused on why organizations cannot break their strategic path with new strategic options after environmental changes, it remains unclear what kind of new strategic options can/cannot form a new strategic path, and why. By classifying self-reinforcing effects into external positive feedback and internal positive feedback, this comparative case study of two IT outsourcing companies reveal that dominant strategic options that generate the same external positive feedbacks as original ones may lead to strategic path dependence by bringing similar external resources and reactivating original strategic patterns that constrain deliberate actions and enable emergent actions, while dominant strategic options that generate distinct external positive feedbacks from original ones may realize strategic path transformation by bringing new external resources and shaping deliberate actions. This research contributes to the literature by offering new explanations of strategic path dependence and transformation from the perspective of external positive feedback.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

RESEARCH

MOCK LIVE

HR

The Context of HRM (session 1336)

Implicit Person Theory – Null Effects in Organizational Contexts (WITHDRAWN)

Author: Françoise Cadigan; MacEwan U.

Author: Dara Hysmith; Fielding Graduate U.

Author: Giverny De Boeck; Centre for Transformative Work Design / Curtin U.

Seminal studies on implicit person theories were undertaken by social psychologist Carol Dweck and her colleagues to explore the impact of holding entity versus incremental theories on perceptions (of the self and others), behaviors, and related outcomes. Entity theorists view and understand behavior and its effects using static traits as the dominant lens; whereas incremental theorists view specific behaviors and outcomes through the lens of their analysis and understanding of relevant and mediating psycho-social and situational factors (e.g., Dweck, Chiu, & Hong, 1995). We extend these researchers' findings to organizational scenarios in which managers judge aspects of their direct reports. Over a series of three studies, we find mostly null results, which is in surprising contrast to our predecessors' significant reports. In a first survey, we find that managers with differing implicit person theories do not show age bias when rating older versus younger employees on potential. In a second survey, we find no significant relationship between managers' implicit person theory and their espoused theories about employee potential. In a third survey, we find null effects of high versus average performance, high versus average potential, and managers' level of implicit person theories on managers' ratings and rankings about which employees are identified as talented and who should be included in organizational talent programs.

[view paper \(if available\)](#)

Employer Strategy and Employee Job Quality: A Real Options Perspective

Author: Ki-Jung Kim; U. of Illinois

Although employers are fundamental actors who determine employee job quality, prior research has paid little attention to how employers' strategy to create economic values affects the job quality. This study addresses this gap by incorporating real options theory, a theory broadly used in the strategy field to account for how firms under uncertainty behave to create economic values, into the literature on job quality. I propose that firms are more likely to engage in non-standard employment rather than standard one when uncertainty elevates the value of real options embedded in non-standard employment. Furthermore, I suggest that the value of real options under uncertainty is contingent upon three factors—growth opportunity, competition, and union. Analyses of four-wave nationally representative panel indicate that growth opportunities and competition surrounding the firms weaken the effect of uncertainty on non-standard employment.

[view paper \(if available\)](#)

High-Involvement Work Processes, Need Satisfaction and Employee Outcomes

Author: Frank Huo; U. of South Australia

Drawing on self-determination theory, the current study tests a moderated mediation model that explains how and when high-involvement work processes lead to valuable employee outcomes (i.e. work engagement and job satisfaction). Survey data collected from 210 employees in a Chinese power generation company were analyzed

via structural equation modelling. The results show that competence and autonomy need satisfaction and intrinsic motivation serve as serial mediators transmitting high-involvement work processes into positive employee outcomes. Further, distributive justice functions as a moderator that qualifies the competence-need-satisfaction-based mediation process due to its boosting effect on the relationship between high involvement work processes and competence need satisfaction. In contrast, the autonomy-need-satisfaction-based mediation pathway is unconditionally stable. These findings help us understand the motivational features of the Chinese workforce and explain the inconsistent research evidence for the effect of high- involvement work processes on employee outcomes.

[view paper \(if available\)](#)

What's in a Name: How Non-Traditional Job Titles Shape Organizations

Author: **Elizabeth Eley**; John Molson School of Business, Concordia U.

Job titles are means of quickly explaining who you are and what you do in a way that is understood both within and outside of organizations. However, recent popularization of non-traditional job titles questions the value of job titles as categorization tools and status markers. Developing theory to guide understanding of the role of this emerging phenomenon, I explicate how these non-traditional job titles differ from one another in affective and cognitive social identity cues. In doing so, I distinguish between four types of titles: task-oriented, mastery-oriented, culture-oriented and prototype-oriented. I propose that non-traditional job titles shape organizations by attracting more homogenous applicants and engendering more subjective evaluations of culture fit for selection. Further, I identify a polarizing effect on employees such that non-traditional job titles can aid in positive identity construction for some individuals resulting in increased job satisfaction and extra-role behaviors, while for others, they may lead to burnout and turnover. As a whole, I contend that non-traditional job titles serve as a double edged sword – boosting motivation and creativity for self-selecting and company sanctioned employees yet potentially stifling traditionally productive employees and even abetting labor market discrimination.

[view paper \(if available\)](#)

Employees' Perception Bias in Firm-Specificity of Human Capital

Author: **Ilhwan Na**; U. of Kansas

Author: **Clint Chadwick**; U. of Kansas

This paper extends Raffie and Coff's (2016) pioneering study of perception bias in firm-specific human capital that can be influenced by organizational tenure, organizational commitment, and on-the-job training. Drawing on the signaling theory, we investigate the role of wage as another variable that can affect the perceptions of firm-specificity with a larger sample and a model better fitted to panel data. We also examine the interaction of organizational tenure and organizational commitment. The analyses of Korean full-time employees with random effects ordered probit models support the relationship between wage and perceived firm-specific human capital and the interaction of organizational tenure and organizational commitment but not the interaction of organizational tenure and wage. The results suggest that employees' wages can function as a signal of an employer in which employees' perceptions of the characteristics of human capital investments depend on their wages. Also, committed employees are more likely to invest in firm-specific human capital as their organizational tenure increases than are less committed ones.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RESEARCH

08:30 EDT - 10:30 EDT

Tuesday, 11 August

ONE

HR

Sustainable HRM: Spanning Boundaries Between Corporate Environmentalism and Work Practices (session 1337)

Businesses have come a long way in accepting corporate environmentalism as part of corporate sustainability strategy necessary for competitive advantage. Currently, businesses tend to use sustainability as a separate function which is responsible for corporate environmental strategy. The human resource management (HRM) function operates in a separate domain and it seeks to engage organizations and employees to achieve corporate sustainability. In this context, the new and emerging discipline of sustainable HRM has evolved as a boundary spanner between sustainability and HRM domains. It aims to develop work systems and organizational culture that engage employers and employees in simultaneously achieving financial, human/social and environmental sustainability outcomes. This PDW consists of four parts. In the first part, we discuss the challenges associated with implementing a sustainability strategy when HRM and sustainability functions operate separately. In the second part, we present the evolution of sustainable HRM and its role in shaping organizational work practices to implement corporate environmental strategy. In the third part, we introduce an organizational sustainability culture maturity framework to align management governance, stakeholder engagement processes, and outcomes for corporate environmentalism. In the last part, participants will engage in two discussion roundtables facilitated by the panelists. The key benefits of the workshop include boundary spanning of insights and exploring research opportunities between the field of sustainable HRM and corporate environmentalism. The workshop will also facilitate the development of cross-discipline network of scholars and practitioners interested in corporate environmentalism and sustainable HRM.

Please submit your interest to Professor Judith Semeijn by email: judith.semeijn@ou.nl. Pre-registration is required for this session.

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

PDW (WORKSHOP)

ASYNCHRONOUS

OSCM

Finalists for Best Supply Chain Paper (session 368)

Coordinating Collaborative Supply Chain Efforts: A Focus on Rohingya Refugee Camps in Bangladesh

Author: **Arash Azadegan**; Rutgers Business School
 Author: **Muhammad Hossain**; U. of Dhaka
 Author: **Mohammad Ali**; AIUB

Much has been discussed about the importance of collaborative efforts among humanitarian organizations. However, collaborative efforts can fall short without effective coordination (i.e., alignment and direction). We focus on explaining the effects of coordination in refugee camp operations, a particularly complex and multi-layered humanitarian effort. We collect and analyze interviews from eight professionals from seven international humanitarian organizations involved in managing the 34 camps operating in Southern Bangladesh, housing over one million Rohingya refugees. We find that responsibility for coordination of collaborative efforts is contingent on the scope and level of effort taking place. At the dyadic project level, collaboration is often managed by the NGO with better knowledge or resources. At the network level, collaboration among a broad set of NGOs is often facilitated by a major NGO. At the system level, (i.e., a network of networks) coordination is handled through the host government (local or national). Results confirm and extend past studies on coordination in humanitarian supply chains.

[view paper \(if available\)](#)

The Trust-Opportunism Paradox in Corporate Sustainability: Managing Sustainability in Supply Chains

Author: **Constantin Blome**; U. of Sussex
 Author: **Lutz Preuss**; Kedge Business School
 Author: **Antony Paulraj**; U. of Southern Denmark

The complex nature of globally dispersed supply chains and the related difficulty of monitoring supplier sustainability have created a paradox for

PNP

Motivation and Engagement, Theory Building (session 369)

Incentivizing Textbooks for Self-Study: Experimental Evidence from the Democratic Republic of Congo

Author: **Jean-Benoit Falisse**; U. of Edinburgh
 Author: **Marieke Huysentruyt**; HEC Paris
 Author: **Anders Olofsgård**; Stockholm School of Economics-SITE

We use a randomized field experiment to study the impact of a simple “textbooks for self-study” incentive scheme targeting primary school students in South Kivu. Students in the treatment schools scored 0.320s higher in French but did no better in math. They were more likely to take the high-stakes end-of-6th-grade national exam and to aspire to a non-manual profession.. The largest positive impact was found in schools with lower-quality teaching performance and for lower-ability students. Our results demonstrate that programs designed to intensify and diversify students’ use of existing school resources can sharply improve student achievement and career aspirations.

[view paper \(if available\)](#)

How Motivation Affects Volunteering Intention: The Mediating Role of Volunteering Experience

Author: **Xinxin He**; U. of Electronic Science and Technology of China
 Author: **Sai Xu**; UESTC
 Author: **Jihong Wu**; U. of Electronic Science and Technology of China
 Author: **Feng Tianli**; U. of Electronic Science and Technology of China

Despite the prevalence of volunteering around the world, sustainable participation in voluntary activities is difficult to maintain. Motivation is a good predictor of intention, but little research has examined how motivation affects future volunteering intention, especially autonomous motivation and controlled motivation. Based on

corporate sustainability. Due to information asymmetries, suppliers may deliberately engage in opportunistic behaviour; yet superior performance of the entire supply chain may be better achieved through trusting relationships. While scholars have traditionally seen the two as the opposite ends of a continuum, as espoused by the paradox theory, trust and opportunism could not only occur together but may even generate a positive complementary effect. Thus, this study investigates the effects of the coexistence of trust and opportunism through applying polynomial regression analysis and the response surface approach. The study has implications for paradox theory, stressing the importance of linear as well as curvilinear relations between the elements of a paradox. Additionally, contrary to prior literature, the study finds that the effects of paradoxical management become less visible, the longer the commercial relationship with a supplier lasts. Finally, implications on theory and practices are discussed.

[view paper \(if available\)](#)

The Effect of Postponement on Logistics Flexibility: An Empirical Evidence of Swedish Retailers

Author: **Hamid Jafari**; Jönköping U., School of Engineering

Author: **Mohammad H. Eslami**; Jönköping International Business School

Author: **Antony Paulraj**; U. of Southern Denmark

This article investigates the impact of postponement on logistics flexibility and how logistics flexibility effects performance in a retail setting. Drawing on a representative sample of retailers in Sweden, the paper considers postponement, logistics flexibility, and firm performance in one cohesive study. In addition, the moderating roles of logistics integration and environmental uncertainty on the relationship between logistics flexibility and firm performance were investigated. The results showed that in presence of higher uncertainty, the positive relationship between logistics flexibility and firm performance is intensified. Logistics integration, however, had a different moderating effect based on the type of firm performance measure. In case of strategic performance, logistics flexibility had a positive moderating effect on the relationship

motivation theory and cognitive theory, we conducted a two-stage survey using Structural Equation Modeling to study the mediating effect of volunteering engagement and volunteering experience between motivation and future volunteering intention. The results show that different motivations would affect future volunteering intention. Autonomous motivation positively affects volunteering engagement, while controlled motivation negatively affects volunteering engagement. In addition, the higher the level of engagement, the stronger of the meaning and skill acquisition from volunteering activities. In the end, we found that the more meaningful and skill acquisition from volunteering activities, the stronger the intention of volunteering activities in the future. These findings provide new perspectives to provide an alternative method in researching volunteer intention and to strengthen the sustainability of volunteer programs.

[view paper \(if available\)](#)

When Compassion Organizing Creates Suffering: Compassion Organizing as a Social Dilemma

Author: **Darcy Kathryn Fudge Kamal**; Sacramento State

We extend compassion organizing research by exploring the antecedents and consequences of organizations having low compassion competence. Viewing an organization as an interpretive system, we submit that organizations low in compassion competence can misinterpret the social environment where compassion is needed. Misinterpreting the social environment comes in three ways: limited scope of consequence, misperceived interdependence, and value asymmetry. The three ways of misinterpretation can lead to an unintentional exacerbation of suffering. We argue that organizations encounter social dilemmas through their compassionate actions, which may involve self-interested behavior by either or both the giver and recipient of compassion, driven by compassion incompetence. We resolve this dilemma by arguing for organizations to consider actions that may create harm rather than help.

between logistics flexibility and firm performance. On the contrary, if financial performance was considered, this moderating effect was negative. The contribution of this study point to the possibility of investing in competencies such as postponement to achieve higher levels of logistics flexibility which, in turn, has a strong positive effect on their performance. Also, finding a fit between environmental contingencies or logistics integration and logistics flexibility focus in relation to performance is highlighted.

[view paper \(if available\)](#)

Transparency in the Supply Chain: Do Firms Benefit By Disclosing Supplier Monitoring Activities?

Author: **Yanji Duan**; U. of North Florida
Author: **Christian Hofer**; U. of Arkansas
Author: **John Aloysius**; U. of Arkansas Sam M. Walton College of Business

Firms pressured to increase supply chain transparency often disclose information about their supplier monitoring activities (SMA), including both first-tier and lower-tier suppliers. To evaluate the net benefit of SMA, it is critical to not only consider the potential of such activities to reduce risk and associated costs but also the effects on drivers of revenues that accrue from SMA disclosures. We examine the effect of firms' SMA disclosures on consumer evaluations and firm value through two studies: First, a behavioral study with two experiments examines the effects of SMA disclosure and monitoring depth disclosure on consumer evaluations. Second, an archival study based on a content analysis of published CSR reports investigates the effect of firms' SMA communications on firm value. The results from our multi-method research reveal that (1) SMA disclosure increases individual-level consumer evaluations and organizational-level firm value, and (2) disclosure of SMA at a greater depth—including lower-tier suppliers—provides additional benefits at both the individual and firm levels. A supplemental analysis of Twitter data reveals that SMA disclosure also has an effect on aggregate consumer sentiment. Our findings are statistically significant and economically meaningful: In the archival study,

[view paper \(if available\)](#)

Public-Private CEO Wage Gap in Transitional Economies: The Role of Caste in the Market for CEOs

Author: **BIBEK BHATTACHARYA**; Indian Institute of Management, Bangalore

In the context of transitional economies such as India, astronomical differences in pay between public and private sector top executives has been a subject of much public contention. Moving beyond mere market-based explanations of such wage inequalities, social scientists across disciplines have increasingly started to acknowledge the important role of sociological forces such as institutions and social norms in shaping such market based-forces. In this article we suggest that the institution of caste—a hitherto under explored sociological force—significantly influences the executive labor market and consequently the public-private CEO wage gap. Further, we posit that the state's governance orientation (pro-market vs. pro-society) is an important contingency in this relationship.

[view paper \(if available\)](#)

Real-time Open

DISCUSSION PAPER SESSION

LIVE - OPEN

we find that firm value, measured in terms of Tobin's Q, is between 7.7% and 8.5% greater when firms disclose their SMA and explicitly communicate that these efforts extend to both first-tier and lower-tier suppliers, all else equal. We contribute to the literatures on CSR, supply chain transparency, and to the sustainable supplier management literature by empirically examining the effects of SMA and SMA depth on drivers of firm revenues.

[view paper \(if available\)](#)

Real-time Presenter

RESEARCH

PAPER SESSION

LIVE - PRESENTER

STR

STR Best Dissertation Finalists' Presentations (session 370)

STR Best Dissertation Finalists' Presentations

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

SAP

Strategizing for Grand Challenges: Inter-Organizational and Cross- Sector Dynamics (session 376)

Making Sense of Grand Challenges Through the Design of Communicative Spaces

Author: **Madalina Stoicovici Pop**; Aarhus BSS, Aarhus U.

Author: **David Nils Seidl**; U. of Zurich

When making sense of issues, actors face the puzzle of how to balance the requisite variety demanded by problem with the equivocality that can arise due to the variety of perspectives required. This is especially problematic in the case of grand challenges due to their abundance and high interrelatedness of cues demand high levels of requisite variety leading to high equivocality. This research asks how actors use boundary work to complexify and simplify the space for making sense of grand challenges. We engage in a comparative case study of two municipalities engaged in smart city projects looking at the inter-organizational meetings and workshops that they set up to make sense of complex problems. We find that actors use different types of boundary work to simplify, complexify but also simplexify the space. We also identify different temporal patterns of boundary work that have distinct implications for the sensemaking outcomes. These findings have implications for the literatures on sensemaking, space and grand challenges.

[view paper \(if available\)](#)

Confronting Grand Challenges in Bureaucratic Systems: The Path Towards Open Organizing

Designated as a "Best Paper" for SAP

Author: **Gary Thomas Burke**; Aston U.

Author: **Carola Wolf**; U. of Liverpool

This study explores how practitioners in complex bureaucratic organizations attempt to escape the "iron cage" of bureaucracy and utilise open organizing to tackle complex grand challenges. Based on an in-depth longitudinal study of how a local Sustainability and Transformation Partnership (STP) implements the regulatory push towards open organizing in the UK national health care sector, we offer a longitudinal analysis of the dynamic transitioning process towards more open and collaborative organizing across organizational and professional boundaries. In contrast to the anti-bureaucratic sentiment dominant in many scholarly discussions around open organizing, our analysis suggests that bureaucracy plays a pivotal and multifaceted role in this process as bureaucratic rationality and procedures condition the adoption of openness. Furthermore, we find that bureaucracy plays an important enabling role in precipitating openness and extricating practitioners when they become trapped in webs of complexity, collective inertia and indecision.

[view paper \(if available\)](#)

Exploring Enablers of Open Strategy-Making in Cross-Sector Settings

Author: **Henrike Schmidt**; U. of Hamburg

Author: **Eva Maria Oppel**; U. of Hamburg

Author: **Carl Rudolf Blankart**; U. of Bern

Because meta-problems ignore man-made sectoral boundaries, solving them requires organizations to open up their strategy-making processes in order to gain access to diverse outside knowledge. Doing so, however, entails important challenges, especially in cross-sector settings that include professionals involved in divergent processes for organizing and implementing strategy-making in the public, private, and non-profit sectors. Despite evidence on the expected benefits of open strategy-making, our understanding of its enablers remains under-developed. Our paper advances this understanding by exploring enablers of open strategy-making in a setting characterized by a meta-problem: We conduct an in-depth case study of a cross-sector healthcare partnership with the aim to improve healthcare for a socially deprived population. Our findings indicate that ensuring formalization, organizing diversity, and managing resources are key dimensions for open strategy-making in a cross-sector partnership. Our paper provides a framework of enablers with more detailed insights and illustrates key dynamics between enablers. Overall, our study informs strategy and policy makers about requirements for inclusive and transparent strategy-making across market sectors.

[view paper \(if available\)](#)

Strategizing Through Discourse: An Analysis of Energy Industry Associations' Public Discourses

Author: **Katelynn M. Sell**; Texas A&M U.

Author: **Thomas Greckhamer**; Louisiana State U.

Industry associations represent the interests of member firms operating within an industry. Given their influence in both their industries and external environments, they are important actors for strategy research. Prior research has largely focused on the relationships between industry associations and their members as well as the benefits and dynamics that arise from this link. In this study, we investigate how industry associations represent their respective industries' interests as cultural actors through production of meaning with the aim of influencing the social and institutional environments of their industries. Based on a discourse analysis of the bodies of texts produced and disseminated by energy industry associations for consumption by relevant stakeholders and the public at large, our findings reveal how the studied industry associations' discourses establish specific problems at the industry, national, and sometimes global level while concurrently providing solutions to these problems. These findings contribute to our understanding of industry associations' roles and activities as cultural actors. We conclude the paper with a discussion of our study's implications.

[view paper \(if available\)](#)

'B' the Change You Want to See: Commensuration Work when Strategizing for a Grand Challenge

Author: **Fannie Couture**; U. of Sydney Business School

Author: **Jane Kirsten Le**; WHU - Otto Beisheim School of Management

This study is motivated by a theoretically interesting observation made while in the field: In the process of strategizing for a grand challenge, members of a cross-sector collaboration produced a report card in which ratings are used to assess the 'water health' of a critical river basin in the Australian iconic Great Barrier Reef region. Observations show that the report card was continuously adjusted by groups of actors pushing towards one of the Partnership's three strategic objectives, namely, to generate tangible impact, to demonstrate legitimacy, or to foster members engagement. Although this 'commensuration work' appears to coalesce into an objectified depiction of river health, a close examination brings to light how these attempts ultimately infused the artefact with a multivocal quality. Beneficial at first, multivocality eventually lead the artefact to become 'over-stretched' thus creating ambiguity around its role in attaining the Partnership's strategic goals. This study contributes to the strategizing for grand challenges literature by problematizing further the role

commensuration plays in facilitating multivocality while exacerbating strategic ambiguity. It also offers a contribution to the literature on commensuration by empirically documenting the micro-practices used by actors to commensurate a grand challenge.

[view paper \(if available\)](#)

Real-time Presenter

THEME

RESEARCH

PAPER SESSION

LIVE - PRESENTER

MSR

How to Access the Spiritual Reading of What Leaders Do? Deciphering Through Singularity (session 372)

Raison d'être of the workshop. The question of identity has long questioned the field of strategy, and if we know that work on identity is fundamental to ensuring an alignment of the actions of the members of the organization, we know less how to access this black box of identity. The workshop proposes to explore a method implemented by a consultant (Gautier, Voynnet-Fourboul, 2019) in order to provide the means to decrypt what remains stable whatever the circumstances, both in the organization and for the individual (Gagliardi, 1986; Gioia et al., 2000). The participant at the end of this workshop will have been introduced to a method that he will have experienced about himself. For a teacher, it can be interesting to have their students work on the issue of identity both with regard to organizations and also with regard to individual identity. This workshop proposes to make available to research professors the practice of a consultant in order to discover methods clarifying the problem of identity on these two levels. As a researcher, it can be interesting to situate the place of identity in relation to spirituality. The workshop also offers a concrete approach to theoretical knowledge in the spirituality-identity relationship (Sheep & Foreman, 2012) and from the point of view of spiritual leadership (Fry, 2003).

Real-time Open

PRACTICE

RESEARCH

TEACHING

PDW (WORKSHOP)

LIVE - OPEN

OB

MOC

OMT

That is So Me/Us (or Not): Exploring the Intersection of Values and Identity (session 374)

Despite a commonly recognized link between values and identity, exactly how values and identity are connected remains rather ambiguous. Also, values are often discussed in the abstract. In contrast, a leading values model (Schwartz, 1992; Schwartz et al., 2012) suggests that values entail specific motivational goals that vary in compatibility with each other and would be expected to guide interpretations, judgments, and behaviors in unique ways, including relative to other values. Specific values, therefore, likely have unique implications for identity and derivative concepts (e.g., identity threat, identification, identity elasticity, identity change). By tapping into the insights of leading scholars on values and identity, this symposium aims to begin the process of clarifying the relationship between values and identity and exploring the likely far-reaching implications of that relationship.

Real-time Open

RESEARCH

SYMPOSIUM

LIVE - OPEN

OMT

TIM

ENT

Entrepreneurial Pivoting: New Perspectives and Paths Forward (session 375)

Finalist for the OMT Division Best Symposium Award

This symposium explores the emerging phenomenon of entrepreneurial pivoting. Whereas pivoting is widespread among entrepreneurs and the business press, scholars are only starting to devote attention to it, leading to limited understanding about this important phenomenon. This symposium intends to shed light on pivoting to enable rigorous theorizing of this fundamental process. To this end, the Symposium brings together

leading scholars who will reflect on pivoting from different perspectives (identity, strategic change, framing, strategic reorientation, and dynamic adaptation) and explore its implications for key organizational domains (technology ventures, cleantech and energy firms, social enterprise). The Symposium intends to spur research on this important phenomenon by offering multiple perspectives on it and identifying research opportunities. Containing an introduction to pivoting, insights from panelists, discussant comments, and a Q&A, this Symposium intends to provide participants with an understanding of the phenomenon, key theoretical approaches to it, and fruitful perspectives for future research.

Real-time Presenter

PRACTICE

RESEARCH

LIVE - PRESENTER

SYMPOSIUM

09:00 EDT - 10:00 EDT

Tuesday, 11 August

MBR

Hope College Employer Presentation

Come meet the recruiting team from Hope College



MEETING

LIVE - OPEN

SIM

Environmental Sustainability and Green Management (session 377)

Business as Unusual: Preserving Radical Ecological Criticism While Scaling Up Biodynamic Production

Author: **Claire-Isabelle Roquebert**; U. of Lausanne, HEC Lausanne

Author: **Jean-Pascal Gond**; Cass Business School, City U. London

Although prior research suggests that ambitious corporate efforts at addressing ecological concerns are likely to become business as usual, little is known about how radical approaches to ecology can be mobilized within organizations. Using the economies of worth framework, we analyse the coexistence of reformative and radical critiques from the 'green world' and how they relate to other approaches to the common good within organizations, with the aim to explore how 'ecological radicality' can be embedded and maintained within organizations. The unique case of a biodynamic small farming business confronted with the pressures to increase its scale of production enabled the identification of two mechanisms explaining the maintenance of ecological radicality: 'inspiring ecological embeddedness' and 'eco-systemically networking stakeholders'. Our results advance organizational studies by theorizing how the normative foundations of ecological radicality can be maintained through these two social mechanisms, by showing how nature's materiality is directly involved in the management of tensions related to ecological concerns, and by documenting 'green connexionism' as an organizational response to ecological challenges.

view paper (if available)

Banking for a Low Carbon Future: Explaining Climate Change Responses in a Low-Salience Industry

Designated as a "Best Paper" for SIM

Author: **Anna Eckardt**; Zeppelin U.

Author: **Daina Mazutis**; Telfer School of

ENT

Mentoring and Entrepreneurial Support Organizations (session 371)

Arrested Development: Organizational and Entrepreneurial Sensemaking in a Maker Space

Designated as a "Best Paper" for ENT

Author: **Brian James Bergman**; Indiana U. - Kelley School of Business

Author: **Jeffery S. McMullen**; Indiana U., Bloomington

Entrepreneurial sensemaking – the process by which entrepreneurs determine and refine both the nature of their offering and the model through which they will distribute that offering – is difficult. To facilitate the process, entrepreneurial support organizations (ESOs), like incubators and accelerators, have emerged all over the world. Yet, entrepreneurial success stories emanating from ESOs have been conspicuously few. In a two-year-long inductive, grounded theory study of a maker space – the latest iteration of ESO, focused on shared access to tools, collaboration, and the development of technical capabilities, we identify three orientations entrepreneurs use to relate to maker spaces. Two of these are reinforced by the maker space, while the third is not. Concerning the latter, the unexpected mismatch between individuals enacting this orientation and those reinforced by the maker space encumbers entrepreneurial sensemaking, eliciting doubt within them as to whether they can succeed as entrepreneurs and/or whether their ventures can succeed in the market. This leads to a cycle of self-defeat and withdrawal. However, the two orientations that are reinforced by the maker space are no guarantee of success either. In these cases, ventures become dependent on the maker space through the cost advantages its resources provide, creating a cycle of entrenchment that makes it difficult – if not impossible – for the business to ever leave the maker space. Ultimately, our study contributes to theory development on both entrepreneurial action and sensemaking, while informing the phenomenon-based literature on maker spaces and offering a process-based explanation for the few entrepreneurial success

Management, U. of Ottawa

While there is a great sense of urgency in the scientific community to act now in order to slow the imminent negative effects of global warming, most organizations continue to run their operations as though the external context has not changed significantly. For one industry in particular, the banking industry, radical changes have been especially slow to materialize as most institutions continue to fund unsustainable business practices. Despite this slow progress, variance in climate change (CC) responses do exist. This paper takes an exploratory comparative case study with field research at four banks, investigating the mechanisms that have led to, or prevented these organizations from integrating CC in the banks' corporate strategies. We find that the CC response repertoire in the banking industry is dependent on a number of factors including: the initial interpretation of the CC issue, the language that is subsequently used to advocate (or not) for CC and the communication/attentional governance structures that are being invoked (or not) to spread attention to CC within the bank and to external constituents. This study therefore contributes to the research on corporate CC (in)action by developing a multi-stage process model of corporate climate change integration in a low salience industry.

view paper (if available)

Proactive Environmental Strategy, Corporate Venturing, and Firm Performance (WITHDRAWN)

Author: **Jinxin Liu**; Xi'an Jiaotong U.

Author: **Chengli Shu**; Xi'an Jiaotong U.

This study investigates how corporate venturing activities, including domestic venturing and international venturing, moderate the links between two types of proactive environmental strategies (PESs)—green management and green political influence—and firm performance. The results obtained by analyzing a multi-informant dataset reveal that green management has a stronger positive impact on firm performance than green political influence does. Moreover, the impact of green management on firm performance is enhanced by international venturing, whereas the insignificant direct effect of green political influence

stories coming out of ESOs.

view paper (if available)

Learning in Collectives: How Maker Spaces Encourage Entrepreneurship and Innovation

Designated as a "Best Paper" for ENT

Author: **Russell E. Browder**; U. of Oklahoma Price College of Business

Maker spaces have emerged as resource-rich learning environments for innovators attempting to design, prototype and produce new artifacts with commercial potential. This study examines the conditions under which participation in maker space organizations increases the entrepreneurial and innovative activities of individuals and firms. Through a longitudinal multiple case study design, this theory- building research explores empirical examples of these conditions at work in physical maker spaces. The results identify sources of variance for participants in collective learning environments according to the locus of entrepreneurial action as well as activities and outcomes related entrepreneurship and innovation. Implications for the learning and innovation literatures are discussed.

view paper (if available)

Don't Go it Alone: Firm Survival, Funding, & the Influence of Entrepreneurial Support Organizations

Author: **Paige Clayton**; Georgia Institute of Technology

This paper finds a positive association between participation with entrepreneurial support organizations (ESO) and start-ups' receipt of funding and survival. Findings suggest start-ups most benefited by participation are those that do not have redundant university support, have female co-founders, and already occupy network brokerage positions. The paper matches on pre-startup observables to create a control group with the universe of start-ups from the Research Triangle's life science industry, which holds constant regional

on firm performance becomes positive when domestic venturing is extensive but turns negative when a firm engages in international venturing activities. This study enriches the corporate venturing and PES literatures by offering a more nuanced framework for explaining when distinct types of PESs and corporate venturing activities when combined enhance or hinder firm performance.

[view paper \(if available\)](#)

Mobilization Models for Electric Power Grid Decarbonization

Author: **David Foord**; U. of New Brunswick

This article examines World War II mobilization programs for use in formulating policy for the acceleration of electric system decarbonization. Previous work has considered the appropriateness of the wartime analogy, as well as select cases, such as British civilian rationing programs. What has not yet been studied are specific mobilization programs to increase wartime innovation and scale-up of production. To assess the appropriateness of the analogy and implications for policy I examine US World War II programs for industrial production of synthetic rubber and carbon black. While wartime mobilization does not provide a ready-made model for the present, there are elements of the mobilization analogy that should be considered in the design new policies for climate change adaptation and mitigation. These include the use of government programs to purchase new industrial products and services for decarbonization of electric power grids.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

RESEARCH

MOCK LIVE

variation and the ESO choice set. Support organizations help start-ups by brokering networks to finance and other resources and endowing them with institutional capital that helps them overcome information barriers and navigate the local entrepreneurial ecosystem. ESOs simultaneously contribute to, and embed, institutional logics into regional entrepreneurial ecosystems.

[view paper \(if available\)](#)

The Intimacy with Founding Members and the Effect on Entrepreneurs' Construal Level

Author: **Zhi Yang**; School of Management, Huazhong U. of Science and Technology

Author: **Jinglan Yang**; School of Management, Huazhong U. of Science and Technology

Author: **Jun Zhan**; California State U., Northridge

How will internal relationship within founding teams affect entrepreneurs' cognition? Taking construal level theory, this study shows a fresh aspect of entrepreneurs' intimacy with founding members and the effects on cognition of ongoing venturing projects. We argue that stronger intimacy with other founding members will shorten the perceived psychological distances between the entrepreneur and the ongoing project, thus lower down the entrepreneur's construal level. Using survey data from 162 Chinese founding teams, we found that the stronger the intimacy with other founding members, the lower the construal level is, and this relationship is weaker when team size is large and the customer feedback acquisition is high. The findings may advance the understanding on why and how founding with friends will affect the venturing business strategy and behavior from the construal level theory perspective, and call for attention that need to be paid on internal relationship in founding teams research. This study also provides important implications for the entrepreneurs in selecting venturing partners and getting along with them.

[view paper \(if available\)](#)

Mock Live

OB

OBHDP & Big Data - Single Paper (session 373)**A Longitudinal Look at OBHDP Using Big Data Analytics: Domain Representation Integration & Influence**

Designated as a "Best Paper" for OB

Author: **Kurt Norder**; U. of Delaware

Author: **Dustin J. Sleesman**; U. of Delaware

Author: **John E. Sawyer**; U. of Delaware

Author: **Aman Sawhney**; U. of Delaware

As a leading academic journal for the scientific study of work behavior, Organizational Behavior and Human Decision Processes (OBHDP) has published cutting edge work across multiple domains in the field. Yet there has been persistent perceptions of separate camps in need of greater integration. Through this lens, we use big data analytics to map the ontology of the field of organizational behavior (OB) and judgment and decision making (JDM) to assess the relative representation and integration of domains across its 53 year life within the journal. We also examine the evolution of relative impact from each domain as well as the impact from integration of multiple domains within articles. The results show that early balance between the domains is re-emerging, particularly as JDM matures. Subsequently, integration of multiple domains rather than single domain specificity tends to yield higher two-year impact factors with the exception that shifting the perspective for a single domain can still provide tremendous impact.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

HCM

Professions in Health Care: Equity, Hierarchy, and Changing Expectations (session 1360)

Professional Re-Stratification and the (Defensive) Adaptation of Status Hierarchy

Author: Ian Kirkpatrick; U. of York Management School

Author: Alessandro Zardini; U. of Verona

Author: Gianluca Veronesi; U. of Bristol

Over thirty years since Eliot Freidson's seminal account of re-stratification and the emergence of administrative elites in professions, we still know little about how far this process has been associated with changes in the criteria for determining seniority and authority. Have new criteria emphasising proven management competency for advancement in professional management hierarchies displaced those of professional status, and if so, under what conditions? In this paper, we investigate this matter focusing on senior medical management roles in English public hospitals. Drawing on a mix of administrative data sources and applying fsQCA, we highlight both change and continuity in the prevailing status hierarchy of medicine. Our findings reveal the continued influence of externally derived professional status criteria for access to the highest-ranking professional manager roles. Additionally, the configurational approach shows how, in situations where hospitals have achieved greater formal autonomy (corporatisation), different criteria emphasising management competency have also been influential.

[view paper \(if available\)](#)

Hybrid Professionals in Senior Leadership Roles: Responding to Role Expectations Through Job Crafting

Author: Kirsten Armit; Cass Business School, City U. London

Research on the medical profession and management has typically described how members

MOC

Economic Inequality: Implications for Society and Organizations (session 1377)

In this symposium, we present some of the latest research findings in regard to economic inequality and the ways in which it is shaping beliefs and behaviors, both at the societal and the organizational levels. These findings are timely and relevant, as the consequences of economic inequality are heightened by current trends, and the effects for society and organizations are of great consequence, as demonstrated by the work presented in this symposium. In the first presentation, Ongis and Davidai discuss the antecedents of a destructive thinking pattern known as zero-sum thinking, i.e., the belief that in order for one group to win another one has to lose. More specifically, they explore the belief that wealth is zero-sum, such that one's economic gains must also come at the expense of another's loss. Their work reveals a surprising factor that leads to zero-sum thinking: the experience of personal relative deprivation. In the second presentation, Waldfogel, Kteily, Sheehy-Skeffington, Ho, and Hauser explore the ways in which social dominance orientation (SDO), an inequality-relevant ideology, predicts the extent to which people notice the presence of economic inequality. Their work shows that social egalitarians pay more attention to inequality relative to anti-egalitarians, noticing it to a greater extent. In the third presentation, Kakkar et al. contend that the relationship between social class and unethical behavior depends on the immediate economic environment an individual resides in. While for high SES individual's the propensity to behave unethically reduces with the worsening of their economic environment, for low SES individuals the tendency to behave unethically increases as the economic environment worsens. Their work shows that this is driven by comparing similar others as points of reference to gauge one's own social standing. In the fourth and final presentation, Goya-Tocchetto, Kay, and Payne discuss the effects of economic inequality on perceptions of the fairness of organizational processes and outcomes. They show that, when it comes to economic inequality, it is impossible to

of the profession are adapting and responding to changing organisational, societal and political pressures. To date, studies examining doctors in leadership roles have sought to understand the influence and adaptation of identity as doctors' transition into and enact leadership roles and how they integrate, claim and use management and leadership logics. There is little research examining how medical professionals who hold the most senior positions in organisations may craft their jobs in response to their own and colleagues' expectations. This study sought to understand how medical directors interpret, experience and craft their jobs, specifically in response to their own and senior leader expectations. Findings from 21 interviews with medical directors, chief executives and chairs in the NHS in one UK country found three different categories of medical director job crafting- active, pragmatic and limited. These categories describe medical directors' approach to and engagement in the role, particularly in relation to job crafting. Interviews with senior executive and non-executive colleagues suggest their perceptions and expectations impact on medical directors' experience and enactment of the role (and possibility their desire and ability to job craft). This research contributes to our understanding of how medical professionals engage with and enact senior leadership roles and the contribution of executive and non- executive colleagues in providing both opportunity and support. The main contribution of this research is to the literature on hybrid professionals and job crafting.

view paper (if available)

Physician Dominance in the 21st Century: Examining the Rise of Non-Physician Autonomy

Author: **Scott Feyereisen**; Florida Atlantic U.

Author: **Neeraj Puro**; Florida Atlantic U.

Author: **William McConnell**; -

Author: **Clayton Thomas**; Indiana U.

Theories of the medical profession are a key contribution of medical sociology to the study of healthcare, but these theories must be revisited in light of ongoing changes in medicine. In particular, as non-physician specialists like nurse practitioners grow in number and acquire more autonomy, the

disentangle the fairness evaluation of processes versus outcomes. More specifically, their work reveals that inequality aversion exists not only when unequal outcomes are the result of unfair processes, but also when people realize that unequal outcomes are inter-temporally undermining the landscape of opportunities for income generation.

The Influence of Personal Relative Deprivation on the Belief that Wealth is Zero-Sum

Martino Ongis; The New School for Social Research
Shai Davidai; Columbia Business School

(Anti-)Egalitarianism Predicts Attention to Inequality

Hannah Benner Waldfogel; Northwestern Kellogg School of Management

Nour Kteily; Northwestern Kellogg School of Management

Jennifer Sheehy-Skeffington; London School of Economics and Political Science

Arnold Ho; U. of Michigan

Oliver Hauser; U. of Exeter Business School

The Critical Role of the Economic Environment in Influencing Unethical Behavior

Hemant Kakkar; Fuqua School of Business, Duke U.

Niro Sivanathan; London Business School

Jon Michael Jachimowicz; Harvard Business School

Xiaoran Hu; London Business School

The Role of Economic Inequality in Perceptions of Process and Outcome Fairness in the Workplace

Daniela Goya-Tocchetto; Fuqua School of Business, Duke U.

Aaron Kay; Duke U.

Keith Payne; U. of North Carolina, Chapel Hill

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

increasing differentiation of the medical profession complicates traditional theories of physician dominance. After examining theories of the profession to evaluate their explanations for occupational differentiation, we conduct a state-level quantitative analysis of nursing policies in the U.S. The rise in non-physician autonomy has been inconsistent across places and specialties; we use this variation to identify conditions associated with weak or strong physician dominance. We construct our dependent variable, nursing autonomy, using state-level advanced practice nursing policies adopted from 2001-2017 in all U.S. states. Using an ordered scale, we code nurse practitioner, nurse anesthetist, nurse midwife and clinical nurse specialist practice and/or prescription policies according to each policy's level of autonomy. We then use panel ordered logistic regression to examine theory-driven predictors of nursing autonomy. Our results show that there are defined yet differential patterns of policy adoption, indicating that the erosion of physician dominance is not uniform. Whereas physicians maintained dominance in relatively prestigious, education-gated specialties (e.g., anesthesiology), dominance declined in other areas subject to stronger market demands (e.g., primary care). Examining ongoing professional differentiation in medicine illustrates how professional dominance depends on shifting social and professional contexts.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MOC

Tuesday Coolness: Creative Presentations on Innovative Topics (session 1376)

It's Not What It Seems to Be: Organizational Resilience and Competing Demands

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Kijan Vakilzadeh**; U. of Kassel

CAR

Career Resources (session 1338)

The Mixed Role of Career Adaptability in Turnover Intention: A Multi-Path Moderated Mediation Model

Author: **Yanjun Guan**; Durham U.

Author: **Ying Xu**; Renmin U. of China

Author: **Fuxi Wang**; U. of International Business and Economics

Author: **Xinyi Zhou**; Durham U.

Author: **Alexander Haase**; U. of Kassel

To manage adversity in the best possible way, firms seek to become resilient. To achieve these needed high resilience levels, the research into organizational resilience has agreed on the necessity for firms to be able to both plan and improvise if they are to become truly resilient. Yet, despite recommendations on how to best become resilient, organizations tend to focus on one or the other, instead of focusing on both simultaneously, thereby lowering their behavioral response repertoire and their resilience potential. Guided by this gap between scientific advice and de facto organizational behaviors, we conceptually investigate why the decision-makers in firms unconsciously reduce their firms' resilience by focusing on either planning or improvising. Our work is guided by the assumption that decision-makers view planning and improvising as competing demands because of their biased cognition. We consult the literature on competing demands in order to examine what kinds of competing demands, if any, planning and improvising may represent. We conclude that these two key components of resilience constitute a duality. Dualities, when not recognized as such, can decrease rather than increase an organization's resilience owing to wrong conclusions drawn by organizational actors on how to deal with crises. Thus, the greatest challenge for those responsible for a firm's resilience is that decision-makers recognize that the relationship between planning and improvising is not contradictory at all – it just seems to be.

[view paper \(if available\)](#)

I am More than a Caricature: Why Some CEOs Openly Invest in a Serious Leisure Interest

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Emilia Bunea**; Vrije U. Amsterdam

Author: **Evgenia Lysova**; Vrije U. Amsterdam

Author: **Svetlana Khapova**; Vrije U. Amsterdam

This paper examines why some top CEOs not only invest significant time and resources in a "serious leisure" non-work interest but also freely

Author: **Zhuolin She**; Tsinghua SEM

Author: **Zhimei Wang**; Central U. of Finance and Economics, Beijing, China

Author: **Yanzhao Bi**; Nanjing U. of Aeronautics and Astronautics

Extant empirical research tends to focus on the negative effect of career adaptability on turnover intention, which is often explained by career construction and social exchange theories. This study aims to enrich and challenge existing understanding of this important relationship based on job embeddedness and boundaryless careers perspectives. A multi-path mediation model (career satisfaction, affective commitment, job embeddedness, internal employability and external employability as mediators) integrating the above perspectives was tested using a sample of 202 Chinese employees in a three-wave survey study. The results show that when these mediators are put together, affective commitment serves as a significant mediator for the negative indirect effect from career adaptability to turnover intention, yielding support for the social exchange perspective. Importantly, this study reveals a novel positive indirect effect from career adaptability to turnover intention through the mediation of external employability, which is more salient when employees perceive more external opportunities. In addition, the mediation role of job embeddedness is only significant when employees perceive few external opportunities. These findings reveal a more comprehensive and dynamic view for the mixed role of career adaptability in employee turnover intention, which carries important implications for career adaptability and career mobility research.

[view paper \(if available\)](#)

Career Empowerment: Developing and Validating a Scale for a New Construct

Author: **Mirit K. Grabarski**; U. of Western Ontario

Author: **Duckjung Shin**; Chung-Ang U.

We developed a construct of career empowerment that represents individual perceptions of control over one's career. Careers are increasingly understood to be agentic, but the explicit conceptualization of the issue of control and agency is still limited. As such, we conducted scale

communicate about it. We investigate this phenomenon in a two-stage study: first by analyzing media mentions of serious leisure for CEOs of S&P 500 companies, the largest listed US corporations, and second by interviewing 15 CEOs of S&P 500 or comparable companies who have a passionate nonwork interest. We first discover that CEOs assign their serious leisure identity an important role in shaping who they are as leaders and how they are perceived, and we further unpack how this shaping process occurs. Our findings challenge the traditional view of leaders' work and nonwork lives as separate worlds as well as the common perception that CEOs portray themselves as exclusively dedicated to their leader role. We open for discovery a little-explored area at the intersection of the leader identity work and the nonwork-to-work enrichment literatures, specifically the role of a serious leisure identity in leaders' identity work. Our findings suggest that nurturing a serious leisure interest may prove a valuable asset for leaders' lifelong development. Keywords: leader authenticity; serious leisure; leader identity work; CEO.

[view paper \(if available\)](#)

Accepting, Justifying, and Resisting Identity Separation: Disidentification Processes During Layoffs

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Riitta Ronnqvist**; Aalto U.

Author: **Timo Olavi Vuori**; Aalto U.

Author: **Niina Nurmi**; Aalto U. School of Business

While organizational identity change has for long generated interest among researchers, the process of individual-level organizational disidentification remains largely an unexamined topic. Through a longitudinal interview study, we examine how Nokia layoff victims disidentified themselves from the organization during an assisted layoff process. We conducted an in-depth longitudinal study. Analysis Based on interviews of 20 assisted layoff victims (and additional 100 single interviews to be incorporated reveals), we identify four distinct paths of disidentification paths (accepting, justifying, ambivalent, and resisting) and that explain how

development and validation of a measure to capture the construct. The results of the factor analyses reflected the multidimensional nature of the construct, which consists of seven factors: self-determination, competence, impact, meaning, focus, growth, and relationships. We also demonstrated the convergent and discriminant validity of the measure, linking it to concepts such as career adaptability, job satisfaction, and turnover intentions. Practical and theoretical implications of these findings were discussed.

[view paper \(if available\)](#)

Development and Validation of the Career Resources Questionnaire – Adolescent Version (WITHDRAWN)

Author: **Julian Marciniak**; U. of Bern

Author: **Claire Johnston**; U. of Bern

Author: **Madeleine Haenggli**; U. of Bern

Adolescents need to develop career preparedness to successfully transition from school to work. Many factors represent career preparedness, which are difficult to measure comprehensively and economically. To address this, we adapted and validated the career resources questionnaire for in-school adolescents to measure 12 distinct aspects of career preparedness. In Study 1, we demonstrate the reliability, factor structure, content validity, and convergent validity of the new measure among 186 adolescents. In Study 2, we applied a person-centered approach with latent profile analysis among 820 adolescents to determine whether subgroups with distinct career preparedness profiles exist. We identified three distinct career preparedness profiles (high, medium, and low). Further, a proactive personality, conscientiousness, and self-esteem predicted membership in the career preparedness profiles four months later. Both studies indicate that the assessment can be used by researchers and practitioners to reliably and economically assess several key indicators of career preparedness.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RESEARCH

people with different pre-layoff identity profiles respond to job loss, engage in different sensemaking and utilization of layoff assistance, and develop different post-layoff identities.

[view paper \(if available\)](#)

Debiasing Decision Making Through Observational Learning

Finalist for MOC Division Best Submission with Practical Implications for Organizations

Author: **Haewon Yoon**; Indiana U. - Kelley School of Business

Author: **Irene Scopelliti**; Cass Business School, City U. London

Author: **Carey Morewedge**; Boston U.

We find that observational learning, indirectly acquiring attitudes, norms, and skills by observing others, can be an effective debiasing intervention. Participants in a three-hour laboratory experiment (Experiment 1; $N = 277$) who received an observational learning-based training intervention exhibited a large reduction (overall $d = 1.86$) from pretest to posttest in their propensity to exhibit three cognitive biases--anchoring, overgeneralization of the representativeness heuristic, and social projection--more than did controls and participants who received an information-based intervention. Participants in an online experiment (Experiment 2; $N = 494$) who received an observational learning-based training intervention exhibited greater improvements in judgment and advice taking ($d = .24$) than did controls, and no less than did participants who received an information-based intervention. The combination of both observational learning and information-based debiasing interventions had a larger debiasing effect than either intervention alone, suggesting that observational learning can have unique debiasing effects.

[view paper \(if available\)](#)

Debiasing Decision Making Through Observational Learning

Tuesday Coolness: Creative Presentations on

Innovative Topics

Author: **Haewon Yoon**; Indiana U. - Kelley School of Business

Author: **Irene Scopelliti**; Cass Business School, City U. London

Author: **Carey Morewedge**; Boston U.

We find that observational learning, indirectly acquiring attitudes, norms, and skills by observing others, can be an effective debiasing intervention. Participants in a three-hour laboratory experiment (Experiment 1; N = 277) who received an observational learning-based training intervention exhibited a large reduction (overall $d = 1.86$) from pretest to posttest in their propensity to exhibit three cognitive biases--anchoring, overgeneralization of the representativeness heuristic, and social projection--more than did controls and participants who received an information-based intervention. Participants in an online experiment (Experiment 2; N = 494) who received an observational learning-based training intervention exhibited greater improvements in judgment and advice taking ($d = .24$) than did controls, and no less than did participants who received an information-based intervention. The combination of both observational learning and information-based debiasing interventions had a larger debiasing effect than either intervention alone, suggesting that observational learning can have unique debiasing effects.

[view paper \(if available\)](#)

Implications of Individual Boundary Spanning Behaviors for Team Performance: A Bottom-Up Model

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Chu-Ding Ling**; Remin U. of China

Author: **Wu Liu**; Hong Kong Polytechnic U.

Author: **Xiaoyun Xie**; Zhejiang U.

Organizational teams increasingly engage in boundary spanning activities. Although substantial evidence links boundary spanning behaviors and team performance, we know little about how and when the information and knowledge acquired by an individual team member's boundary spanning

behaviors is disseminated within teams and further integrated into team performance. To address this issue, we draw on the framework of team receptivity to personnel movement and develop a bottom-up model. Using two-wave survey data from a sample of 60 teams in a financial company, we proposed and found that an individual Member A's boundary spanning behavior was positively related to another Member B's team work reflexivity; and this positive relationship was stronger when Member B's perception of Member A's pro-team motivation was higher. Furthermore, we argued and revealed that the mutually stimulated team work reflexivity among team members (i.e., higher density of team work reflexivity among team members) contributed to a better team performance. The theoretical and practical implications of this study are discussed in this paper.

[view paper \(if available\)](#)

When Embedded Professionals Must Restore Fidelity to their Organization or Profession

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Jeffrey Bednar**; Brigham Young U.

Author: **Gabby Cunningham**; U. of Oxford

Author: **Kurt Sandholtz**; Brigham Young U.

Most professionals are hired to use their professional expertise to serve an organization's objectives. Because of their simultaneous membership in a profession and an organization, organizationally embedded professionals may be asked to perform tasks that benefit the organization but threaten their professional sense of self. This study examines how organizationally embedded professionals reconcile the torsion that can arise between these two valued bases of identity. Across three Fortune 200 organizations, we interviewed 100 engineers (and 26 support staff) in four engineering workgroups faced with organizational work demands that were viewed as incompatible with their professional mandate. Different workgroup responses— compliance, resistance, or selective compliance—prompted identity torsion between the engineers' professional and organizational bases of membership that were resolved through unique reconciliation strategies. These reconciliation

strategies at the individual level support the workgroup's response to organizational directives, while allowing individuals to restore fidelity to their profession and/or organization.

[view paper \(if available\)](#)

Perceived Effort Outshines Natural Talent When Sharing Expertise

Tuesday Coolness: Creative Presentations on Innovative Topics

Designated as a "Best Paper" for MOC

Author: **Nuria Tolsa Caballero**; U. College London

Author: **Chia-Jung Tsay**; U. College London

In services where expertise is shared (e.g., teaching, training, mentoring), instructors whose mastery in the domain is believed to be primarily the product of effort ("strivers") are perceived as more effective than instructors whose mastery is believed to be the product of natural talent ("naturals"). Our implicit beliefs about effort and natural talent appear to lead learners to perceive strivers as more effective, clear, and motivating instructors. Using a multi-method approach that included both archival data from the largest publicly available dataset of student evaluations, and experimental studies, we find consistent results in both traditional teaching environments and organizational settings. Quantitative and qualitative analyses suggest that the higher overall ratings of strivers may be mediated by beliefs about their superior clarity and ability to motivate learners, ruling out self-identification, a halo effect and perceptions of warmth and competence as alternative mechanisms.

[view paper \(if available\)](#)

Divergent Perspectives and Fluid Responses: Multiplexed Framing in Incumbent Responses to Disruption

Tuesday Coolness: Creative Presentations on Innovative Topics

Designated as a "Best Paper" for MOC

Author: **Jack Lewis Fraser**; Cambridge Judge Business School

Research applying a socio-cognitive lens to disruptive innovation has often focused on overall incumbent response. This relies on the notion of binary frames and specialised framing distributions within an organisation where members of a particular unit hold similar frames. Such a conceptualisation fails to account for intra-firm and intra-unit heterogeneity in the framing of a disruptive innovation. To explore the framing processes involved, we conducted an in-depth case study of the response of Insurecorp plc – a UK based General Insurance provider – to the rise of online aggregator platforms between 2002 and 2007. We map different frames across three separate framing dimensions: Challenge Type, Response Urgency and Firm Heritage, to develop a multiplexed model of framing. Although framing has often been seen to be homogenous across an organisation, we suggest that frames are multiplexed and holographically distributed such that conflicting frames can be held by members of the same organisational department or group. While previous research has suggested that multiple, divergent frames may result in conflict and organizational inertia, we demonstrate that it allows for more agile and fluid responses through the pursuit of equifinality. That is, managers can leverage the ambiguity generated by multiple, non-binary frames to select the same response strategies for different reasons. We propose that multiplexed frames can enable an organisation to trial and adaptively switch back and forth between different strategic responses to disruptive innovation as circumstances change.

[view paper \(if available\)](#)

Time Judgment During a Crisis

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Cana Karaduman**; Tilburg U.

Author: **Leon Oerlemans**; Tilburg U.

Forming accurate judgments is vital for management in general, and crisis management in particular. Despite its fundamental role in an organizational context, time judgments were not yet studied in a crisis context. Building on attentional-gate theory, we hypothesized that when decision-

makers are under high information load, they can suffer from less accurate retrospective (i.e. recalled) time judgments. Furthermore, we expected this effect to be enhanced if stress and ego network diversity were also at higher levels. We tested our hypotheses in a within-subject experimental design (information load: low vs. high) where participants (N= 34) role- played a disaster-response management team. We found that participants had less accurate and underestimating time judgments when information load was high, and this effect was more evident when stress levels were higher. Contrary to our expectations, the effect of information load on time judgments was not observed when ego network diversity was high, whereas a low level of diversity was associated with less accuracy under high information load. Our findings contribute to our understanding of the antecedents and boundary conditions of retrospective time judgments for crisis management.

[view paper \(if available\)](#)

Comparing Thinking Fast and Thinking Slow: Interventions, Individual Differences, and Rules

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Matthew Asher Lawson**; Fuqua School of Business, Duke U.

Author: **Richard Paul Larrick**; Duke U.

Author: **Jack Soll**; Duke U.

Research on judgment and decision making has suggested that the System 2 process of 'thinking slow' can help people to improve their decision making by reducing well-established statistical decision biases (including base rate neglect, probability matching, and the conjunction fallacy). In a large (N = 1709) pre-registered study, we compare the effects of individual differences and behavioral interventions to test the relative benefits of thinking slow compared to a control condition, a thinking fast condition, an incentive condition, and a condition that combines fast and slow thinking. We also draw on the rule-based reasoning literature to examine the benefits of possessing a simple form of a rule needed to solve a specific focal problem. Overall, we find a large cost from thinking fast and a small benefit from thinking slow or from pursuing

accuracy incentives. The difference in performance between interventions to think fast and think slow is comparable to a one-scale point difference on the 4-point Cognitive Reflection Test (CRT). Inferential rules contribute unique explanatory power and interact with specific conditions and individual differences to support the idea that System 2 benefits from a combination of slower processes and appropriate task knowledge.

[view paper \(if available\)](#)

Found Out or Psyched Up: How and When Workplace Impostor Thoughts Breed Mastery at Work

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Basima Tewfik**; MIT Sloan School of Management

Mastering one's work responsibilities is integral for professional success. Although a consequence of job mastery is that employees may come to embrace their new identities as masters of their work, we have little understanding of how identity is involved in the development of mastery. Accordingly, I seek to account for an overlooked identity-based influence: workplace impostor thoughts. Workplace impostor thoughts capture an employee's belief that others see her as more competent than she sees herself. Building on the core ideas underlying cognitive dissonance theory, I articulate a model that outlines how, why, when, and for whom workplace impostor thoughts encourage job mastery. I test my model in a two-time-period field study of 196 Reserve Officer Training Corps cadets and a three-time-period study of 161 employees of an investment solutions company. I find that workplace impostor thoughts are related to job mastery through the competing mechanisms of introjected motivation and a fear of being found out. Whether one responds with fear or motivation depends on one's helping behaviors at work and one's growth mindset. Taken together, my results suggest that having workplace impostor thoughts may be both a boon and a bane for mastery at work.

[view paper \(if available\)](#)

Linguistic Cues of CEO Personality and its Effect on Performance

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Johannes Brunzel**; Technische U. Braunschweig

Chief Executive Officer (CEO) personality belongs to the most important constructs to understand strategic change and performance of companies but its measurement remains a major obstacle.

Therefore, I study whether freely available, large-scale corporate documents reveal linguistic hints about CEOs' personality dimensions (Big-5) by applying a validated, closed based approach developed by Yarkoni (Journal of Research in Personality, 44, 2010) to a sample of FORTUNE 500 companies. I compare the results with validated, machine-learning trained open-based results from a specifically developed tool of 3000 CEOs of S&P 1500 firms obtained from conference calls (Harrison, Thurgood, Boivie, & Pfarrer, Strategic Management Journal, 2019). In order to provide a basis of comparison, I supplement these linguistic personality profiles with a sample of convicted criminal CEOs that provide an archetype of linguistic extreme cases. In addition, these linguistic profiles are complemented with a subsample of actual personality orientation, using the "positive" leadership attribute of CEO humility identified via a video metrics approach. Finally, after controlling for commonly used content analytical constructs (e.g., entrepreneurial orientation, market orientation) to capture CEOs' cognitive state, I link these cross-sectional linguistic profiles to longitudinal firm-level performance data. The analysis indicates that linguistic manifestations of CEO personality explains in conjunction with observable individual, industry and firm-level data a great share of firm performance. While there appear complementarities between open-based and closed based language approaches, the analysis also indicates that the open-based linguistic trait of neuroticism is negatively related to various measures of firm performance. In particular, these measures appear to be more robust against genre effects and language that is unique among CEOs (self-selection effects). The video 2 metric approach

confirms the importance of certain linguistic personality markers, in particular neuroticism. Hence, the approach sheds light on the important role of validation procedures in the realm of computer-aided-content-analysis (CATA) as well as the conducive and detrimental effects of CEO personality cues on firm performance. The paper discusses practical implications for share_x0002_and shareholders wishing to infer personality cues of key decision makers from large-scale corporate documents as well theoretical implications for the advancement of the upper-echelon_x0002_research.

[view paper \(if available\)](#)

When (and Why) Expressing Uncertainty Affects Perceptions of Competence

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Joel Levin**; U. of Pittsburgh

What do we infer about others' when they express uncertainty? A broad literature on this question has yielded results that appear contradictory. In prior work, expressing more (versus less) certainty has been associated with being perceived as being both more and less competent. In this paper, I propose and test a theory to reconcile these findings. I argue that people make inferences about others on the basis of fit between the amount of certainty that those others express and their own beliefs about the epistemicness (predictability) of the environment. Fit between expressed certainty and perceived epistemicness suggests calibration and in turn competence. I find support for this account across four experimental studies involving both real and hypothetical communication. In each study, I manipulate two factors: the amount of certainty that an advisor or teammate expresses and a characteristic that affects the epistemicness of a given prediction or estimation. Participants display a preference for others who express more certainty in more epistemic environments, but this preference attenuates (S1a, S1b) or reverses (S2, S3) in less epistemic environments. This pattern is explained by participants' perceptions of the epistemicness of each environment.

view paper (if available)

Silence Climates in the Boardroom

Tuesday Coolness: Creative Presentations on Innovative Topics

Author: **Marilieke Engbers**; Vrije U. Amsterdam

In this study, we seek to capture how boards, through silence, manage the paradox between cohesiveness and cognitive conflict. In this abductive study, we analyze how four silence climates shape four different levels of cohesiveness and cognitive conflict and thus board effectiveness. We propose a board climate is characterized by how a board - through different silence strategies - maintains a dynamic equilibrium between cohesiveness and cognitive conflict. Our data reveals that since a cognitive conflict always risks eliciting a relationship conflict, boards constantly adjust through voice and silence when encountering conflicts. Our study shows how temporal shifts in silence climate are required to manage the paradox and also shows that a structural shift in climate is elicited. We combined tape-recorded data from 37 meetings of 17 boards, and from 119 interviews with board members present during the observed meetings. With our study we extend prior research on board governance and contribute to the further development of the organizational silence theories.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RESEARCH

CAR

OB

HR

Discouraged Workers in the Labor Market (session 1340)

In the last decades, research has intensively studied individuals' career with the implicit assumption that individuals strive towards building a sustainable career and its associated benefits. Yet a disproportionate share of individuals seem to be discouraged in this striving. While discouragement

CAR

OB

The Role of Goals and Needs in the Authentic Self in Work and Family Domains (session 1339)

Mom, Dad, Employee?: The Transition Back to Work as a New Parent

Shannon Cheng; Rice U.

Brook Lu; Rice U.

has attracted substantial research attention, we see two gaps in the current literature. First, little is known about the very experience of being discouraged, which is surprising given that discouragement carries psychological loading. Second, and on a related note, most studies start to research discouragement without understanding its earlier antecedents. Comparatively few studies have probed into the process that ultimately leads to discouragement. Understanding this process is critical when the aim is to act upon first or later signs of discouragement. Accordingly, this symposium aims to increase understanding of the experience of discouragement and the underlying process. Our objectives are to probe the very notion of discouragement and the psychological process of becoming discouraged, including an account of why individuals stop investing in their career and how individuals cope with this process of discouragement.

Labor Market Attachment Among the Inactive

Anneleen Forrier; KU Leuven

Nele De Cuyper; KU Leuven

Mediation Effects of Age Discrimination on Career Outcomes via Occupational Future Time Perspective

Henriette Schönhage; Justus-Liebig-U. Giessen

Ulrike Fasbender; Justus-Liebig U. Giessen

Ute-Christine Klehe; Justus-Liebig U. Giessen

Careers or Beanbags? What (Im)mobilizes the Career?

Roosmarij Clercx; U. of Antwerp/ Antwerp Management School

Ans De Vos; U. of Antwerp/ Antwerp Management School

Sofie Jacobs; U. of Antwerp/ Antwerp Management School

David Stuer; U. of Antwerp/ Antwerp Management School

Marijke Verbruggen; KU Leuven

Coping and Conserving in Careers: Mechanisms that Perpetuate Inaction Among Regretful Individuals

Alexandra Budjanovcanin; King's College London

Eden King; Rice U.

"Who Am I Without Work?" How Relationship Aspirations Threaten the Work Devoted Self

Carrie Oelberger; U. of Minnesota

Fluctuations in Conflict and Enrichment and Changes in Cynicism: The Impact of Regulatory Focus

Wayne S. Crawford; U. of Texas At Arlington

Nicolina Leeann Weaver; U. of Texas At Arlington

Self-Determination Theory: How Being Your Authentic Self Influences Work and Family Outcomes

Marla White; UT Arlington

Julie Holliday Wayne; Wake Forest U.

Wendy J. Casper; U. of Texas At Arlington

Russell A. Matthews; U. of Alabama

Heather Odle-Dusseau; Gettysburg College

ASYNCHRONOUS

SYMPOSIUM

Chris Woodrow; Henley Business School, U. of Reading

Exploring Skilled Migrants' Experiences in Local Organizations: Identity Threat and 'Status Work'

Viktoriya Voloshyna; York U., Canada

Jelena Zikic; York U.

Soodabeh Mansoori; York U., Toronto

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

CM

The Spillover Effects of Conflict (session 1342)

Social Fatigue in Incompatible Institutional Logics on the Transition to Peace

Author: **Jacobo Ramirez**; Copenhagen Business School

Author: **Claudia Vélez-Zapata**; U. Pontificia Bolivariana

We examine the case of management education in Colombia, where an exogenous, fast-moving political change for a transition to peace was implemented that facilitated scholarships for ex-combatants and individuals displaced by war. Based on a qualitative study at a private university in Medellín, we found that institutional complexities resulted from incompatible institutional logics among students rejected and excluded in the context of the stigma Colombians placed on scholarship recipients. This phenomenon is explained based on the different cognitive and normative orders involved in slow-moving institutional change. This study presents the following alternative conceptualization to study institutional change in armed-conflict contexts: social fatigue in peacebuilding. We define social fatigue in peacebuilding as individuals' psychological surrender to the belief that peace will not be reached despite political change targeting social transformation. Understanding the antecedents of institutional complexities might assist in implementing peacebuilding strategies in armed conflict contexts to implement long-term integration policy by which students receive emotional support

CMS

Gender, Bodies, and Senses (session 1344)

The articles in this session examine gendered practices and selves, critically interrogating how politicised bodies are (re)produced.

Narratives that Matter: #MeToo and Performative Narrative Identity Construction

Author: **Henrika Franck**; Arcada U. of Applied Sciences

Author: **Paul Savage**; Aalto U. School of Business

The study of narrative identity has provided a strong empirical basis for management and organization studies, but we still lack understanding of how narratives might matter and make a real difference in people's lives. We argue that the crux of the issue is performativity, which remains a poorly understood aspect of narratives and storytelling. In this paper we present and analyze a unique case inspired by the #MeToo movement and a collective mobilizing of people's narrative accounts. Drawing on both Paul Ricoeur and performativity theory we show how narratives matter, and how multiple others, when they form a shared narrative, affect our decision to act or to remain passive in a situation – to speak or to be silent. Performative narratives are powerful in their emancipatory effect on individual and collective identities. Our findings show that the narratives have strong performative power, and the narrative identity is constructed and reconstructed in the process.

view paper (if available)

to help with the immersion process in a transition to peace.

[view paper \(if available\)](#)

A Risky Endeavor? Effects of Employee Voice on Speakers' Social Relationships

Author: **Birgit Pauksztat**; Uppsala U.

Although employee voice, or speaking up about problems encountered at work to colleagues and supervisors is generally assumed to be a risky endeavor, little is known about the actual effects of voice for speakers' social relationships with other members of their organization. The purpose of this study is to examine the consequences of employee voice for the quality of speakers' relationships both with the recipients of voice and with third parties (i.e., those not involved in a particular voice event), and to test how the effects of voice are moderated by the type of voice (making suggestions; pointing out problems) and the prior quality of the relationship. Data came from panel surveys in eight medium-sized public and private sector organizations in Finland (n = 260), and were analyzed using stochastic actor-oriented modeling. The results suggested that making suggestions had positive effects on speakers' social relationships with recipients and third parties. For pointing out problems, the effects were positive but became non-significant when controlling for making suggestions. Further, the effects of voice depended on the quality of the prior relationship: both types of voice increased recipients' and third parties' likelihood of maintaining existing ties with a speaker; in addition, making suggestions increased the likelihood of creating new ties between speakers and third parties.

[view paper \(if available\)](#)

Does Change Incite Abusive Supervision? The Role of Transformational Change and Hindrance Stress

Author: **Stijn Decoster**; Zayed U.

Author: **Jeroen Camps**; Thomas More

Author: **Jochen I. Menges**; U. of Zurich

Author: **David De Cremer**; Erasmus U. Rotterdam

Signaling Gender and Managerial Profiles in Science and Technology TED Talks: An Interpretive Study

Author: **Heidi Gautschi**; Haute Ecole Pedagogique de Vaud

Author: **Gianluigi Viscusi**; Imperial College Business School

In this article we investigate some of the questions surrounding a specific digital venue for science communication: TED. As the TED archive contains hundreds of talks, we have chosen to focus specifically on science and technology TED talks. We investigate what these talks are signaling to the public and especially to businesses interested in new ventures and new managerial profiles for their research and development. What formulations of science are performed in top ranked TED talks? How this may impact on corporate strategic activities, especially resources allocation and selection of innovation initiatives as well as changes in corporate level staff? In particular, we take a close look at gender representation of scientists (and technologists) in the TED talk sphere. To this end, we focus on the most popular talks given by women and men in an attempt to discern whether, or not there is a difference between what women and men talk about.

[view paper \(if available\)](#)

What's Gender Got to Do with It? Entrepreneurial Learning & Gender in a Venture Accelerator Context

Author: **Heather-Jean MacNeil**; U. of Massachusetts

Author: **Mary Schoonmaker**; Western New England U.

Previous research has shown that entrepreneurial learning is critical to business growth and longevity (Smilor, 1997; Harrison and Leitch, 2005). Despite these findings, the role of gender in entrepreneurial learning processes lacks investigation. This paper applies a social feminist perspective and uses qualitative research methodology to examine the early-stage female founder learning experience

Author: **Leander De Schutter**; Rotterdam School of Management, Erasmus U.

Author: **Jeroen Stouten**; KU Leuven

In today's competitive work environment, organizations have to continually adjust their usual ways of working. These modifications organizations have to make to survive are often referred to as transformational change. Despite the information available on how to initiate change, transformational changes have often failed to be successful, as most change initiatives do not pay sufficient attention to the impact transformational change has on the supervisor. Organizations often wrongly expect that supervisors welcome change at any time. In two multi-source survey studies and one experimental study we show that transformational change is associated with supervisors' hindrance stress, and that supervisors' hindrance stress negatively affects their relationship with their employees in terms of abusive behavior.

[view paper \(if available\)](#)

Linking Task Conflict to Turnover Intention

Author: **Hyunjoo Lee**; Sungkyunkwan U.

Author: **Jiseon Shin**; Sungkyunkwan U.

Conflict is inevitable in groups and organizations because of complex and interdependent organizational life. Drawing on conservation of resources (COR) theory (Hobfoll, 1989), this study investigates why and how task conflict can relate to turnover intention. This study aims to find the mediating effect of emotional exhaustion on the relationships between task conflict and turnover intention. Moreover, we propose that professional identity buffers the emotional exhaustion that can reduce turnover intention in the workplace. Survey data were collected from 281 employees in a mid-sized professional service company located in South Korea. The findings of this study were that task conflict is positively related to emotional exhaustion and employees' turnover intention. For employees with high professional identity, the relationship between task conflicts and emotional exhaustion and the indirect effect of task conflict on turnover intention via emotional exhaustion were weaker, compared to employees with low professional

within a venture accelerator context. Bandura's (1977) self-efficacy framework is used to analyze study data in the areas of: vicarious learning, mastery learning, social persuasion, and the reduction of stress. Initial findings show that although women benefit from participation in an entrepreneurial cohort common to the accelerator model, there are ways that their learning experience is negatively impacted by a male-dominated learning environment, normative startup culture and bias within the mentoring process.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

identity. The results of this study provide theoretical implications on conflict research and suggest practical directions for a systematic task conflict management program to reduce employees' emotional exhaustion and employees' turnover intention. Keywords: task conflict, emotional exhaustion, turnover intention

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CMS

Violence and Total Organisations (session 1343)

The articles in this session explore the multiple ways in which organizations commit or enforce violence. They also ponder total organizations and the various strategies subjects develop to cope with them.

Political Modalities of Learning in the Context of Organizational Transformation

Author: **Alexandra Bristow**; The Open U. Business School

Author: **Leah Tomkins**; The Open U. Business School

Author: **Jean Hartley**; The Open U. Business School

In this paper we explore tensions and dynamic complexities of the politics of learning through the dialectical approach to power relations. We draw on an empirical study of a major city police organization in the midst of an organizational transformation. From this research, learning emerges as an inherently political activity that is embedded in complex and contradictory ways within the power relations constituting organizational change. Analysing this complexity, we identify four interdependent political modalities of learning: empowering, coercive, insurgent, and palliative, and explore tensions and asymmetries between them. We note that, whilst mainstream and critical literatures tend to focus on organizational learning as, respectively, empowering and coercive, and to a lesser extent insurgent, much of the politics of learning in our study converges in the palliative modality, where the emphasis is on learning-to-cope

GDO

Careers and Performance (session 1357)

Effects of Racial Diversity Congruence Between Senior Management & Middle Management on Performance

Author: **Orlando C Richard**; U. of Texas at Dallas

Author: **Mary Triana**; Owen Graduate School of Management Vanderbilt U.

Author: **Mingxiang Li**; Florida Atlantic U.

We introduce the middle echelons concept to the management domain by examining how matching levels of racial diversity in middle management and senior management (i.e., upper echelons) impacts firm performance. In a sample of high tech firms, we found evidence supporting knowledge-based view perspectives on the racial diversity congruence-firm performance relationship. Specifically, congruence between senior management racial diversity and middle management racial diversity positively impacts firm performance. Furthermore, organizations with high levels of racial diversity in both senior and middle management (i.e., high-high racial diversity congruence) realized superior performance compared to organizations with low levels of racial diversity in both senior and middle management (i.e., low-low racial diversity congruence). Results also revealed differences across levels of racial diversity incongruence between senior management and middle management (i.e., asymmetry effects) whereby firms with a more racially diverse senior management than middle management outperformed firms with

(rather than learning-to-thrive, learning-to-comply or learning-to-resist). We show that the palliative modality of learning is in many ways an outcome of the dynamic and complex engagement between the other three modalities in the context of organizational change. We discuss the implications of our findings for a more nuanced understanding, both theoretically and empirically, of learning as political, and of the relationship between organizational learning, power and change.

[view paper \(if available\)](#)

Giving Voice with Performative Research Methods: A View Inside Austrian Immigration Detention

Author: **Katharina Miko-Schefzig**; WU Vienna U. of Economics and Business

Author: **Mark Learmonth**; Durham U.

Author: **Cornelia Reiter Reiter**; WU Vienna U. of Economics and Business

Author: **Karin Sardadvar Sardadvar**; WU Vienna U. of Economics and Business

Over the last few years, the worldwide significance of immigration detention has increased substantially. Yet, immigration detention centres remain under-researched places, even though their role is highly controversial and deeply debated. In this article, we report on our study of Austrian immigration removal detention centres, where asylum seekers with a negative asylum decision are detained prior to their deportation. We focus on one specific participatory method used, the so-called vignette-based focus group. By referring to Judith Butler's linked concepts of performativity and vulnerability, we analyse the relationship between the two main groups within the centres: the detainees and the police. We show how the method of vignette-based focus groups can be understood to be performative in the sense that the research process itself changed the empirical situation. In this case, the mutual exchange of perspectives between the police officers and the detainees that took place in the focus groups altered the attitudes of both groups to one another, by highlighting their mutual reliance on one another on the level of everyday interaction. In this respect, our study is an example of the potential for performative research – not merely for investigating power asymmetries but also

a more racially diverse middle management than senior management. A supplemental study of Fortune 500 firms enhanced generalizability, as the pattern of findings was very similar to the high tech study. The study implications are discussed as well as a call for future research that considers the upper echelons' and the middle echelons' joint effects.

[view paper \(if available\)](#)

Contextual Effects of Family and Work on Bridge Employment for Men and Women

Author: **Justin Marcus**; Koç U.

Author: **Gorkem Aksaray**; Koç U., College of Administrative Sciences and Economics

Drawing upon lifespan and social role theory, we tested the influences of sex, work, and family contexts on bridge employment decisions. A random sample of N = 12,108 Turkish retirees over 4 years, representing k = 32,640 distinct respondent-year observations, was utilized. The interactive effects of sex and work (job level) and family contexts (marital status, having dependents) were regressed on the probability of entering bridge employment, either full- or part-time, and in a job that is either similar or different to ones' career job. Respondents' years since retirement, age, household income, education, health status, and year/region fixed effects were controlled. Female retirees were overall less likely to enter bridge employment and less likely to enter bridge employment in a different occupation. Family context variables had larger effects than job level in bridge employment for women but not men. However, these contextual effects were overall more influential for male retirees. Married men were more likely to enter bridge employment (both full- and part-time) than unmarried men. Men holding higher-level jobs were more likely to enter bridge employment, and more likely to hold that employment in a job similar to their career job, than men in elementary jobs. Findings are discussed.

[view paper \(if available\)](#)

for altering relationships on an interactive level (the handling of the actual rules and routines), in spite of structural power asymmetries and usual dichotomies.

[view paper \(if available\)](#)

Why Do I Suffer? Making Emotions Critical to Institutional Work within Oppressive Institutions

Author: **Snehanjali Ashish Chrispal**; PhD Student at U. of Melbourne

Author: **Vanessa Pouthier**; U. of Melbourne

Author: **Susan Ainsworth**; U. of Melbourne

What role do affective dynamics play in the reproduction and destabilization of oppressive institutions? Through a qualitative study of the emancipatory journeys of 14 abused Indian women benefiting from the support of a local organization aiming to disrupt institutionalized gendered violence, we found that apathy aggregates over time through the repetition of abuse, the suppression of grief and compassion towards their suffering, the prospect of shame and anger on the part of the familiar and powerful others, and the cultivation of false hope. Systemic power thus seems to operate through the social cultivation of both hopelessness in the powerless and a form of righteous indignation and affective numbness in the privileged, which all participate in normalizing violence against women. Our analysis, however, reveals that the seemingly vicious cycle of oppression, apathy and powerlessness can be disturbed by bottom-up affective intrusions, such as love and fear for one's children, or the love and courage of a known stranger and familiar others. The organization played an important role in facilitating those mundane affective emancipatory politics, through which these women could regain their right to feel and struggle to develop more life-affirming realities for themselves and their children. In surfacing and unpacking those affective pathways to emancipation from institutionalized gendered violence, we contribute to both scholarship on critical institutional work to disrupt inequalities, which tend to neglect the efforts of the disenfranchised, as well as recent conceptualizations of the role of emotions in the maintenance of oppressive institutions, which has yet to recognize and explore the critical,

Socio-Professional Trajectories of Refugees in France: The Nature of Loss and Psychological Capital (WITHDRAWN)

Author: **Shiva Taghavi**; NEOMA Business School

Author: **Hedia Zannad**; NEOMA Business School

This qualitative study aims to understand the socio-professional integration process of refugees from Afghanistan, Syria, Palestine, Russia, Rwanda, and Iran in France. Our findings suggest that refugees follow different socio-professional trajectories and adopt different acculturation strategies, depending on the nature of loss from which they suffer most and the amount of psychological capital they accumulate and deploy. We identified three socio-professional trajectories- 'whatever it takes', 'entrepreneur', and 'stationary'. The nature of loss differs in each trajectory, between loss of citizenship privilege, loss of status, and loss of belongingness. Refugees adopt different acculturation strategies within these trajectories, respectively assimilation, integration, and marginalization/separation. Finally, psychological capital substantially helps refugees counterbalance their loss, adopt an acculturation strategy, and follow a socio-professional trajectory.

[view paper \(if available\)](#)

Migrants' Perspectives of Managerial Career Progression: Lessons from Australia

Author: **Nasreen Sultana**; U. of Queensland

Author: **Charmine E. J. Hartel**; Monash U., Australia

Author: **Andre Pekerti**; U. of Queensland

Very little attention has been paid on career progression of migrants in management for male and female, white and non-white (minority) migrants, particularly those from non-English speaking backgrounds. Migrants do not have considerable presence in upper management positions commensurate with their numbers in the general workforce. This paper identifies factors that act as barriers and facilitators influencing migrants' career progression in management positions. Qualitative study interviews twenty migrant managers to examine their personal experience in career progression. Findings indicate that career progression of migrants varies depending on their categorization as immigrants or members of the

destabilizing potential of affect in the operations of power.

[view paper \(if available\)](#)

Power, Boundaries, and Total Institutions: An Analysis of Supervisor- Subordinate Use of Humour

Author: **Jenna Pandeli**; UWE Bristol

Author: **Rafael Alcadipani Da Silveira**; FGV-EAESP

Drawing on a ten-month ethnographic study of a UK prison this paper considers the negotiation of humour within complex power dynamics, asking the question: How is humour negotiated between supervisors and their subordinates? In exploring the day-to-day interactions and relationships between prisoner and their workshop instructors we identify three ways that humour is used between these two groups. Humour is used to 'Remove Boundaries', to 'Maintain Boundaries' or to 'Shift Boundaries'. In Removing Boundaries, humour is used to build relationships between those in power and the subordinate, in Maintaining Boundaries humour is used to preserve professional distance, in Shifting Boundaries those in positions of power change the accepted use of humour to reinforce power. This paper contributes to an understanding of the relationship between authority and humour at the micro level where humour becomes a power strategy that acts as a boundary maker in supervisor-supervisee relationships.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

RESEARCH

PAPER SESSION

ASYNCHRONOUS

dominant in society, influenced by perceptions of warmth and competence in the migrants. Findings highlight that human resource management practices need to be aware of unconscious biases and potential discriminatory practices in employment and career progression decisions for migrants.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

Disruptive Technology and the Future of Skills: A Gendered Analysis (session 1355)

Around the world, governments have prioritized strategies around "future skills". However, discussions about the impacts of globalization,

GDO

Gender, Technology, and Science (session 1359)

More Tweets, More Money? Gender Differences in Harnessing Social Media for Crowdfunding Campaigns

disruptive technology, and demographic shifts on employment are not new. Despite this intense interest generated in the “Future of Work” and “Future Skills,” discussions of the impacts on women or other diverse groups were noticeably absent. Extant research on women in workplace has mostly focused on wage gaps, not on the impact of trends such as increased automation, prioritization of STEM over other disciplines, or new emergent forms such as gig and contingent work. There are currently a number of considerations about the reasons for the precarious situation women face in the job market. Currently, women are found in more repetitive and generalist (requiring less creativity) occupations, which are at higher risk of automation; paralleling this overrepresentation is women’s underrepresentation in sectors such as ICT, where automation would complement their work. In this panel symposium we are going to address the risks women will face in the future, the reasons for those risks, and how we can mitigate those risks in the future.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

Author: **Kourosh Shafi**; U. of Florida

Author: **Susana Correia Santos**; Rowan U.; ISCTE-IUL

Author: **Xaver Neumeyer**; U. of North Carolina, Wilmington

Crowdfunding has the potential to democratize access to financing, especially among women entrepreneurs. This paper examines whether social media activity provides an advantage for women entrepreneurs in raising funding from crowds. The results of our study, based on tracking the daily fundraising and social media activity for a sample of 11409 campaigns launched in Kickstarter, show that social media is beneficial in crowdfunding efforts for all entrepreneurs, even more so for women entrepreneurs. Our theoretical discussions implicitly attribute this finding to the role of social media in broadening the social connections of women entrepreneurs and also in diffusing electronic word-of-mouth information that alters investors’ perceptions about legitimacy of women entrepreneurs, which views entrepreneurship as a masculine-typed endeavor that women are incapable of successfully undertaking. The broader implications of this research are to address the influence of social media in helping mobilize resources for entrepreneurs.

[view paper \(if available\)](#)

The Instantaneity of Gendered Voice Assistant Technology and Manager Perceptions of Subordinate Help (WITHDRAWN)

Author: **Hannah Weisman**; London School of Economics and Political Science

Author: **Niranjan Srinivasan Janardhanan**; London School of Economics

Voice assistants are interactive technologies that supply information and perform tasks in response to voice commands from human users. The past decade has seen a rapid rise in the usage of voice assistants for work. However, the implications of these technologies for workplace outcomes remain poorly understood. In this paper, we examined how the usage of these instantaneous, gendered technologies influenced managerial perceptions of subordinate helping behaviors. We conducted our examination across three studies—a qualitative pilot

study, an experimental study in the lab, and a workplace scenario study in the field. In our pilot study, we learned how managers used voice assistants, and developed a novel task for manipulating voice assistant usage in the lab. Across our lab study (Study 1) and workplace scenario study (Study 2), we found consistent evidence that female voice assistant usage biased perceptions of helping behaviors by female subordinates. In the short-term, individuals expected more immediate help and communicated more immediacy in their requests for help from female versus male subordinates. In the long-term, individuals communicated more impersonally with female versus male subordinates, and penalized female versus male subordinates more harshly when they failed to provide help. Male voice assistant usage did not induce the same consistent bias against male subordinates.

[view paper \(if available\)](#)

Barriers and Resources for Highly-Skilled Migrant Women with a STEM Background in Italy

Author: **Daniela Bolzani**; Department of management, Bologna U.

Author: **Rosa Grimaldi**; Alma Mater Studiorum U. di Bologna

Author: **Francesca Crivellaro**; U. of Bologna

In spite of increasing numbers of vacancies for highly-skilled jobs in innovative sectors of the economy, highly-skilled migrants are often discriminated against their qualifications. In this study, we specifically focus on the case of highly-skilled migrant women having a background in male-dominated fields, namely in STEM. Adopting an intersectionality approach, we illuminate the macro-, organizational-, and individual-level barriers that prevent highly skilled migrant women finding a job that is up to their qualification level and sector, and the resources available to them to overcome these barriers. We draw on extensive qualitative data gained from in-depth interviews and focus groups with women from different countries and STEM qualifications. By highlighting the complexities of being a woman, a migrant, and a STEM professional, we identify relevant areas for policy intervention to valorize migration in support of innovation and

GDO

Stereotypes and Discrimination (session 1358)

Hair Choices of Black Women in Academia (WITHDRAWN)

Author: **Katherine A Karl**; U. of Tennessee,
Chattanooga

Author: **Joy VanEck Peluchette**; Lindenwood U.

Author: **Gail A. Dawson**; U. of TN At Chattanooga

Based on literature providing evidence that Afrocentric hairstyles (e.g., afros, braids, dreadlocks) of Black women working in professional settings are often associated with negative stereotypes and biases regarding competency and professionalism, we chose to examine the extent to which these biases may be influencing the hairstyle choices of Black women employed in higher education. While academic workplaces tend to be more flexible and informal than non-academic settings, we found many Black women in higher education are, nonetheless, choosing to wear Eurocentric hairstyles. However, choice of hairstyle was influenced by academic discipline, type of institution and level in the university hierarchy.

[view paper \(if available\)](#)

Divergent Psychological Consequences of Gender Discrimination in the Workplace Among Women and Men

Author: **Leigh Plunkett Tost**; U. of Southern
California

Author: **Ashley Elizabeth Hardin**; Washington U. in
St. Louis

Author: **Francesca Gino**; Harvard U.

We examine whether the psychological consequences of perceived workplace

labor outcomes in Italy and in other countries.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

Team Diversity Beliefs and Ideology (session 1356)

A Brief Intervention to Promote Team Diversity Beliefs and Team Information Elaboration

Author: **Pisitta Vongswasdi**; Rotterdam School of
Management, Erasmus U.

Author: **Hannes Leroy**; Erasmus Research Institute
of Management

Author: **Meir Shemla**; Rotterdam School of
Management, Erasmus U.

Author: **Jasmien Khattab**; Erasmus U. Rotterdam

Despite previous research suggesting the importance of team members' perceived value of diversity (i.e., diversity beliefs) for exchange of information in teams, little attention has been paid to whether and how team diversity beliefs can be influenced. Drawing on theory and research on team diversity beliefs, we propose that team diversity beliefs result from both a promotion (compared to a prevention) focus and a personalized (compared to factual) knowledge. Results from an experiment with 175 randomly composed teams (each team demonstrating high diversity in preferred work approaches) revealed that promotion focus and personalized knowledge independently contributed to higher team diversity beliefs and, in turn, indirectly, team information elaboration. These effects further improved the team's ability to integrate opposing viewpoints (i.e., team integrative complexity). Our results help to uncover key antecedents of diversity beliefs, and add to a growing body of evidence demonstrating the pivotal role of team diversity beliefs in improving the extent to which team members share information and integrate diverse perspectives.

[view paper \(if available\)](#)

discrimination differ between women and men. We argue that the types of experiences that women vs. men view as discriminatory are different; while the majority of women's perceptions of discrimination in the workplace emerge from experiences that appear to align with patriarchal norms, the majority of men's perceptions of discrimination emerge from experiences that appear to reflect institutions' efforts to reduce discrimination against women. These differences in types of perceived discriminatory experiences give rise to divergent psychological consequences. We argue that the experience of workplace gender discrimination 1) reduces self- efficacy among women but not among men and 2) reduces the sense of belonging for both women and men. We further argue that these effects contribute to a reduction of well-being among members of both genders, with the negative effect on well-being being more pronounced among women than among men. We examine these predictions in two surveys of working adults. We discuss implications for research on the experience of discrimination and for organizations seeking to reduce the negative consequences of perceptions of discrimination.

[view paper \(if available\)](#)

The Unequal Burden of Positive Gender Stereotypes on Women's and Men's Sense of Autonomy

Designated as a "Best Paper" for GDO
Author: **Devon Proudfoot**; Cornell U.
Author: **Aaron Kay**; Duke U.

Seven studies (N = 3,536) examine the conditions under which individuals experience expectations about their social category as a threat to their sense of autonomy and the consequences of autonomy threat elicited by such expectations. Across both work contexts and non-work contexts, women experienced expectations associated with their gender category as more threatening to their sense of autonomy compared to men, even when expectations were positively valenced (Studies 1a-2b). This gender difference was explained by gendered expectations playing a more significant role in women's lived experiences than men's and by men tending to encounter more agentic (control-

CEO Gender, Ideology, and the Gender-Pay Gap in Top Management Teams

Designated as a "Best Paper" for GDO

Author: **Olga Kalogeraki**; U. of St. Gallen

Author: **Dimitrios Georgakakis**; U. of St. Gallen

Author: **Winfried Ruigrok**; U. of St. Gallen

How does the presence of a female CEO affect the gender-pay gap in organizational upper echelons? Drawing on social identity theory, some scholars note that female CEOs are more likely to eliminate gender-pay differences among executives. Yet, others adopt a queen- bee perspective to argue that female CEOs may rather strengthen the gender-pay gap in the executive team. In this study, we reconcile these opposing streams of thought to argue that whether female CEOs will reduce (or strengthen) top management team (TMT) gender-pay differences will depend on their political ideology. Our findings demonstrate that conservative-female CEOs are likely to promote a higher TMT gender-pay gap compared to all other CEO gender-ideology categories (i.e., male-conservatives, male-liberals and female- liberals). This suggests that hiring a female CEO does not necessarily imply that the firm will overcome gender-pay-gap tendencies. Instead, it may rather strengthen such tendencies – depending on the CEO's values and ideology.

[view paper \(if available\)](#)

Cultural Diversity in Top Management Teams – Review and Agenda for Future Research

Author: **Virginia Bodolica**; American U. of Sharjah

Author: **Yuliya Ponomareva**; U. Autònoma De Barcelona

In this paper, we provide a systematic literature review of extant research on TMT cultural diversity. The in-depth analysis of on the 54 articles published in 34 international peer reviewed journals between 1997 and 2019 reveals a highly fragmented state of the field providing a general platform and specific recommendations for future research. This review highlights the richness in modeling approaches as well as in the conceptualizations of TMT cultural

affording) gendered expectations than women (Study 1b). Autonomy threat explained, in part, why women experienced more negative emotions in response to, and reported lower motivation to comply with, positive gender stereotypes about their group at work than men did (Studies 2a-b). Consistent with the notion that highly agentic stereotypes provide a buffer against feelings of autonomy threat, Asian Americans responded more negatively to low agency positive stereotypes about their group than high agency positive stereotypes about their group, explained in part by how much autonomy they felt the stereotype provided (Study 3). Communal expectations felt more controlling to women when explicitly gendered (Study 4) and prescriptive rather than descriptive (Study 5). Overall, results show that women and men's feelings of autonomy are differentially impacted by society's expectations about the (positive) qualities they possess, contributing to an unequal psychological burden placed on women at work and beyond.

[view paper \(if available\)](#)

Here's Looking at You - Transgender Bias

Author: **Hyacinthe Michael Schwartz**;
Organizational Behavior Case Western Reserve U.

In this paper I explore the literature around bias and transgender social identity, posing a new conceptual model for use in testing transgender-related bias in organizations and individuals based on four propositions. I use these streams of literature and what little specific evidence has been found to theorize about transgender bias and re-conceptualize the typical passive model that happens to transgender people into an active process done by other people. Implications for future research are also discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

diversity. We also contrast the standard practices with emerging perspectives, encouraging greater granularity in conceptualization of TMT cultural diversity as the field evolves.

[view paper \(if available\)](#)

Individual Beliefs about the Value of Diversity and Information Elaboration Behaviors in Teams

Author: **Kendall Yamamoto**; U. of Texas at Austin
Author: **Luis L. Martins**; U. of Texas at Austin

Prior research finds that demographic diversity can benefit the performance of organizational teams through an increase in the range of cognitive resources that the teams can apply to their tasks. However, in order to produce these benefits, teams must engage in information elaboration, that is, individuals within the team must offer their unique perspectives, seek those of others, and integrate various information inputs into the team output. Explanations for information elaboration within diverse teams have thus far focused on team-level factors. In this paper, we propose that individual perspectives on why diversity is valuable to teams will affect individual likelihood of engaging in information elaboration behaviors. Using research on implicit theories and diversity management, we dimensionalize individual perspectives on the value of diversity, and develop propositions regarding how they might affect individual information elaboration behavior within diverse teams. We also discuss the theoretical and practical contributions of our research model.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Boomerang Hires, Recontracting, and Temporary Workers (session 1364)

Hiring Temps but Losing Perms? The Effects of Temporary Hiring on Turnover in a Dual Labor Market

Author: **Rocio Bonet**; IE Business School
 Author: **Marta M Elvira**; IESE Business School
 Author: **Stefano Visintin**; U. Camilo Jose Cela

We study the effect of hiring temporary workers on the voluntary turnover of permanent employees within the context of a dual labor market. Using a unique longitudinal dataset with individual-level monthly payroll data for an average of 60,000 individuals belonging to 278 organizations in Spain during an eight-year period, we find a positive association between temporary worker inflows and the voluntary turnover of permanent workers. We also find that recent permanent worker downsizing reduces this positive association. Thus, the costs of disruption and identity threat associated with temporary hiring seem to outweigh the potential benefits of helping hands for permanent workers. These findings suggest that the shift toward employment flexibility may have affected the mindset of permanent employees: hiring temporary workers may be changing the social contract even in a regulatory environment characterized by strong protection for permanent workers.

[view paper \(if available\)](#)

Financialization, Workforce Recontracting, and Job Quality in Leveraged Buyouts

Author: **Kim Hoque**; Warwick Business School
 Author: **Nick Bacon**; Cass Business School, City U. London
 Author: **Muhammad Umar Boodoo**; Warwick Business School
 Author: **Mike Wright**; Imperial College London

Although prior studies have assessed the impact of financialization on employment and wages, the labor process implications are less understood. We

HR and Creativity 2 (session 1362)

The Effects of HR Systems on Employees' Distinct Types of Creativity

Author: **Jaewook Lee**; Seoul National U.
 Author: **Joo Hun Han**; Rutgers U.
 Author: **Jin Nam Choi**; Seoul National U.
 Author: **Seongsu Kim**; Seoul National U.

Extant SHRM literature has emphasized the role of cooperative aspects of HR systems on performance. However, there has been little attention to competitive aspects of HR systems in such a context. From this standpoint, we identify how employees' perceptions of competitive and cooperative HR systems facilitate radical and incremental creativity via knowledge expansion and sharing based on the insights from social comparison, social interdependence, and social exchange theory. Further, drawing on previous research on creativity and information processing, we examine whether the effects of knowledge management behaviors on distinct types of creativity vary depending on employees' intuitive and systematic work style. Analyses of data collected from 182 employees and 65 team leaders in 27 companies revealed that employees' perceptions of competitive and cooperative HR systems are positively related to knowledge expansion and sharing, respectively. Knowledge expansion was positively related to radical creativity and mediated the relationship between competitive HR systems and radical creativity. Although not significantly related to incremental creativity, knowledge sharing significantly facilitated incremental creativity when employees exhibited a higher level of intuitive work style. We provide substantial theoretical and practical insights by offering comprehensive understandings of how employees' perceptions of different HR systems affect distinct types of creativity.

[view paper \(if available\)](#)

The Curvilinear Effect of Perceived Market-Based HR System on Employee Creativity

therefore draw on recontracting theories (agency theory and wealth transfer theory) to assess whether leveraged buyouts (LBOs) result in lower job quality for workers. Given LBOs are heterogeneous and vary by key characteristics (outside ownership, short-term-orientation, and high leverage/ debt) we also consider job quality in different types of deals. Analyzing nationally representative matched data, overall we find workers in LBOs compared to non-LBOs do not report lower job quality (work intensity/ time pressure, job discretion, and participative decision-making), or related attitudinal outcomes (individual well-being and job satisfaction). However, we find synergies of organizational control in 'perfect storm' LBOs (with outside ownership, short-term-orientation, and high leverage/ debt) where the workforce reports higher work intensity and time pressure, although they do not report lower well-being and job satisfaction. This may highlight potential foundations for consent to work intensification during the shift from managerial to financial capitalism.

[view paper \(if available\)](#)

Asynchronous

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Author: **Meilin Liu**; Antai College of Economics and Management, Shanghai Jiao Tong U.

Author: **Qinxuan Gu**; Antai College of Economics and Management, Shanghai Jiao Tong U.

Author: **Dongqing Hu**; Antai College of Economics and Management, Shanghai Jiao Tong U.

Drawing on the social information processing theory, we proposed a curvilinear mediation model to clarify the relationship between perceived market-based HR system and creativity. Using a sample consisting of 356 supervisor-subordinate dyads, the results provided support for our hypotheses that perceived market-based HR system had an inverted U-shaped relationship with employee creativity. We also found that perceived market-based HR system indirectly influences employee creativity via psychological safety with the inverted U-shaped path from perceived market-based HR system to psychological safety.

[view paper \(if available\)](#)

Creativity Implementation, Job Characteristics, and Turnover

Author: **Patrick Flynn**; North Carolina State U.

Author: **Tim Michaelis**; Northern Illinois U.

This study builds upon research on creativity and innovation to examine how idea implementation predicts turnover, a previously unexplored behavioral consequence. Using the theory of work adjustment, we further examine the role that work context plays. Specifically, we argue that the alignment of idea implementation and work values enhances the impact of idea implementation on retention. We test our model in a sample of 94 employees over the course of 28 months. Results show that implementation predicts turnover and that working conditions, achievement, and recognition values enhance this relationship. Implications and future directions are discussed.

[view paper \(if available\)](#)

It Takes Three to Tango: How the Performance-Oriented HR System Influences Employee

HR

HR and Turnover (session 1363)

Revisiting How HRM Influences Employee Intention to Leave: Linking Both Actual and Perceived HRM

Author: **Na Fu**; Trinity College Dublin
Author: **Edel Conway**; Dublin City U.

This paper investigates the indirect influence of perceptions of HR practices on employee outcomes. It adopts a novel linkage model to examine the relationships between employees' perceptions of HRM practice implementation by line managers, experienced HRM by employees, psychological contract fulfilment and intention to leave. The model

Creativity

Author: **Qing Gong**; Georgia Institute of Technology

Author: **Dong Liu**; Georgia Institute of Technology

A firm's performance-oriented human resource (HR) system may encourage employees to adhere to workplace standards and thus meet performance expectations. Yet, can a firm's performance-oriented HR system also facilitate employee creativity, which oftentimes involves risk and deviation from conventions? To address this question, we examine the joint influence of the performance-oriented HR system and HR creativity-building orientation on line managers' tolerance of failure and further employee creativity. Analyses of multi-source, multi-phase data regarding 1086 employees in 107 high-technology companies reveal that when an organization's HR manager interprets the organization's HR practices as having a strong creativity-building orientation, a performance-oriented HR system will enhance line managers' tolerance of failure in employee's creative attempts. Moreover, managers' tolerance of failure will shape employees' creative role identity and further enhance employee creativity.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HR

Presentations from the 2019 SHRM Foundation Dissertation Award Winners (session 1365)

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

is tested via two studies. Study 1 adopts a cross-sectional research design and uses data collected from 1903 employees working in professional service firms. Study 2 adopts a time-lagged research design and uses data collected from 350 employees via two time points. Findings were consistent across studies: employee satisfaction with HRM implementation by line managers is positively associated with experienced HRM, which in turn is associated with psychological contract fulfilment, ultimately reducing employees' intention to leave.

[view paper \(if available\)](#)

The Impact of Regulatory Focus on Turnover Intention: The Mediating Role of Network Characteristics

Author: **Han Ho Lee**; Seoul National U.

Author: **Seongsu Kim**; Seoul National U.

In this study, we examined how different self-regulation strategies, promotion- and prevention-focus, directly and indirectly influence employees' turnover intention. Using data from 206 employees, we tested how different regulatory focus and network characteristics related to their turnover intention. Promotion focus was positively associated with employees' turnover intention, whereas prevention focus negatively was. We further examined these relationships by testing four network characteristics (e.g., internal network size, external network size, internal network strength, and external network strength) as potential mediating mechanisms. Results revealed that the associations between promotion and prevention focus with turnover intention were mediated by external network size and internal network strength, respectively. Lastly, we found distinct impacts of different self-regulation strategies on constructing social networks, where promotion-focus tended to have large, heterogenous, but weak social worlds, whereas prevention-focus remained strongly tied to intra-organizational contacts. These results suggest that different self-regulation strategies should be considered in understanding the development of social networks that deter and facilitate turnover process.

[view paper \(if available\)](#)

Challenging Job Experiences: An Identity Perspective

Author: **Sheldon Carvalho**; ESSEC Business School

Introducing an identity perspective to challenging job experiences (CJE) research, this study examined how CJE foster leadership development at work by promoting the salience of individuals' future work selves, and, as a result, drive two forms of proactive behavior: strategic scanning and taking charge. Data were collected at 2 time points from a sample of individuals in leadership positions across a range of industries. Results revealed that CJE were positively related to strategic scanning behavior over time, partially mediated by future work self salience. However, future work self salience did not explain the relationship between CJE and taking charge. Implications of these results for theory and practice and directions for future research are discussed.

[view paper \(if available\)](#)

Downsizing on Voluntary Turnover: The Mixed Effects of Collective Pay for Performance Practices

Author: **Youngsang Kim**; Sungkyunkwan U.

Author: **Eun-Ji Oh**; Sungkyunkwan U.

Author: **Seung Soo Eo**; Sungkyunkwan U.

Author: **Kihwan Song**; Sungkyunkwan U.

Research on downsizing and turnover has shown that downsizing as involuntary collective turnover engaged by an employer has disruptive effect on employee motivation and quality of human capital resources, which ultimately influence voluntary turnover behaviors of survivors from downsizing events. In this study, we examine whether firm level downsizing rate relates to concurrent voluntary collective turnover and how collective pay for performance practices, such as profit sharing and employee stock ownership plans, play an important role to affect the downsizing effect on voluntary collective turnover. Using 238 firms with 1,294 firm-year observations during 2006-2016, our findings show that downsizing rate is significantly and positively related to voluntary collective turnover. Interestingly, firms with more downsizing rate have

lower concurrent voluntary turnover rate when firms use profit sharing, whereas firms with more downsizing rate and using employee stock ownership plans have greater concurrent voluntary turnover rate. Therefore, this study suggests that the downsizing-voluntary collective turnover relationship is highly contingent upon collective pay for performance practices and more research should be explored to understand the dynamics of this relationship.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

Talent and Potential (session 1361)

Developing and Validating an Executive Potential Assessment Tool for Succession Planning

Author: Kevin S. Groves; Pepperdine U.

A critical succession planning challenge for organizations across industries is the identification of leadership talent in mid-management roles who are ready for executive-level positions. Despite the incredible demand for greater attention to executive succession practices and the challenges associated with unplanned executive turnover, the published research literature currently lacks a validated executive potential assessment designed for organizations competing in highly complex and volatile business contexts. To address these practical needs and important research gaps, this paper presents a multi-phased study describing the development and initial validation of an executive potential assessment. The Leadership and Executive Assessment for Potential (LEAP) is designed for identifying mid-level leaders with executive potential in turbulent work contexts that demand high levels of resilience and learning from extremely challenging job experiences. The first phase presents a qualitative study that identified the leadership competencies associated with executive potential in such work contexts. The second phase presents a quantitative study of 308 mid-level leaders and 213 of their immediate managers across four organizations in a highly complex and

IM

Best Paper in OB/HRM/OT Finalist (session 1368)

Inclusiveness, Internationalization, and Innovativeness Impact on Talent Management Effectiveness

IM Division Best Paper in OB/HRM/OT Finalist
Author: **Anna Veselova**; National Research U. Higher School of Economics
Author: **Natalia Ribberink**; Hamburg U. of Applied Sciences
Author: **Liudmila Veselova**; National Research U. Higher School of Economics

The paper explores the relationship between talent management (TM) and a firm's performance mediated by absorptive capacity (AC). It examines the role of inclusive talent management strategy, a firm's degree of internationalization and innovativeness as boundary conditions to the relationship between TM, AC, and performance. We test our hypotheses on the sample of 185 Dutch firms. The findings reveal that Dutch firms committed towards the adoption of more sophisticated TM routines not only exerted higher absorptive capacity, but also performed above their industry average. Another key finding shows that the inclusive TM strategy increases AC and performance. Moreover, there is a significantly stronger effect of advanced TM practices on the firm's absorptive capacity for highly innovative firms; however, the moderating effect of innovativeness

turbulent industry. Based on a series of reliability and convergent, concurrent, and incremental validity analyses, this paper presents the 14-dimension, 44-item LEAP instrument as a psychometrically sound tool that accurately identifies mid-level leaders for executive roles. Executive teams, board members, HR professionals, and consultants may utilize the LEAP instrument for a range of practical talent review and executive succession applications.

[view paper \(if available\)](#)

Contract Human Capital HR Architecture: A Framework for Managing Talent in the Gig Economy

Author: **Bill Castellano**; Rutgers U., School of Management and Labor Relations

We are witnessing a structural transformation of the 21st century economy due to disruptive technologies, global competition, changing demographics, and political uncertainties. As a result, organizations are fundamentally changing how they engage and hire multiple sources of talent. Today, an increasing amount of work is performed on a project basis whereby organizations hire workers temporarily or use a multitude of electronic platforms that link contact workers with organizational needs. As organizations increase their use of contract labor, an entire new labor force is emerging in what is now called the gig economy. Contract human capital are quickly becoming a powerful force in the economy contributing to the success of many organizations, so it is vital for researchers to enhance their understanding of how organizations engage and manage this component of their workforce. The goal of this study is to propose a framework that describes how organizations employ contract workers in terms referred to as contract human capital engagement modes, along with supporting HR configurations that can positively affect the performance of contract workers. A model is proposed that describes the strategic determinants of contract human capital engagement modes, and consists of two dimensions based on the levels of interdependency and criticality of the contract work, which provides a useful two-by-two matrix of four

were found to be insignificant for the link between the firm's AC and its performance. Additionally, for regionally operating firms (as compared to global and domestic ones), the positive effects of TM practices on AC and AC on performance were found to be stronger. On the other hand, the results revealed significantly weaker effect of AC on a firm's performance for local (domestic) firms.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

engagement modes called: project-based, knowledge-based, contract work and partnership. A second model consists of four HR configurations that are proposed to maximize the effectiveness of these four contract human capital engagement modes referred to as: productivity-based, knowledge-based, compliance-based, and collaborative-based. The results of this study indicate that both the levels of interdependency and criticality of contract work were significantly related to how organizations engage contract human capital. Moreover, the level of criticality of the work being performed by contract workers was a significant factor affecting how they were managed. Lastly, the proper alignment of HR configurations and engagement modes had a significant positive impact on performance.

view paper (if available)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

IM

Cultural Differences and Distances in International Business (session 1370)

The Role of Power Distance on Organizational Structure and Individual and Organizational Outcomes

Author: **Ali Dastmalchian**; Simon Fraser U.

Author: **Secil Bayraktar**; Toulouse Business School

Author: **Medha Satish Kumar**; Simon Fraser U.

Author: **Nick Bacon**; Cass Business School, City U. London

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

Author: **Werner Auer-Rizzi**; Johannes Kepler U. Linz

Author: **Paul Blyton**; Cardiff U.

Author: **Ali Ahmad**; School of Economics & Management, Tongji U.

Author: **Richard Cotton**; U. of Victoria

Author: **Tim Craig**; BlueSky Academic Services

Author: **Behice E. Ertenu Saracer**; -

Author: **Mohammad Habibi**; Industrial Management Institute

Author: **Heh Jason Huang**; National Sun Yat-Sen U.

IM

Dimensions of Intellectual Property Rights for International Management (session 1371)

Keep It a Secret? Multilevel Misappropriation Hazards and MNEs' IPR-Based Strategy

Author: **JiaMin Zhang**; Department of management and marketing, The U. of Melbourne

Author: **Renfei Gao**; U. of Manchester

Trade secrets present an important mechanism to protect Intellectual Property Rights (IPRs). While recent research explains the effectiveness of secrets—relative to patents—based on industry-level policies or technology-related characteristics, we emphasize firms' strategic role in using secrets to defend against misappropriation hazards. Specifically, we examine how multinational enterprises (MNEs) strategically balance secret effectiveness (relative to patents) in the presence of multilevel misappropriation hazards they encounter in emerging markets. Using data on 407 MNEs from the 2008 China Innovation Survey, we find that both partnership-based and collocation-based

Author: **Pinar Imer**; Bahcesehir U.
Author: **Che Ruhana Isa**; U. of Malay
Author: **Ismail Ayman**; American U. in Cairo
Author: **Yuan Jiang**; Harbin Institute of Technology
Author: **Hayat Kabasakal**; Bogazici U.
Author: **Nicola McNeil**; La Trobe U.
Author: **Carlotta Meo Colombo**; U. of Pavis
Author: **Sedigh Moghavami**; U. of Malaya
Author: **Tuheena Mukherjee**; Indian Institute of Foreign Trade, New Delhi
Author: **Che Ruhana Binti Isa Ghazali Bin Musa**; U. of Malaya
Author: **Claudia Steinke**; U. of Lethbridge
Author: **Philip Sugai**; Doshisha U.
Author: **Truong Thi Nam Thang**; National Economics U.
Author: **Renin Varnali**; Bahcesehir U.

The aim of this paper is to renew interest and expand the relationship between organizational structure, societal culture, and its impact by focusing on distinct individual and organizational level outcomes. Drawing from the structural contingency theory, we extend previous research and propose that the alignment between power distance and structure variables of formalization and decentralization will have distinct effects on two levels of outcomes. Using multi-level data collected from 387 organizations and 7187 employees across 14 countries, we find that when structures and cultures are aligned, employees display more positive work outcomes (i.e. increased levels of engagement). On the other hand, organizational outcomes (i.e. organizational performance) in fact do not enjoy the same benefits of alignment. Our findings provide new and surprising insights to scholars that may need further examinations. Moreover, by broadening the perspectives of individual versus organizational outcomes, we highlight a key challenge for organizations to balance employee expectations and organizational performance requirements when preparing, planning, and strategizing organizational forms and practices.

view paper (if available)

**Who is More Likely to Extend and Return a Favor?
China Meets West**

misappropriation hazards foster secret effectiveness. Partnership-based hazards have a stronger effect than collocation-based hazards, and regional-level IPR institutions counterbalance the effects of both hazards on the relative effectiveness of secrets. Emphasizing the firm-level heterogeneity in using secrets and patents, we advance the understanding of firms' strategic role in using IPR tools to address misappropriation hazards. Moreover, our study extends the literature on MNEs' adaptation to emerging markets by offering a multilevel framework of IPR-based strategy.

view paper (if available)

The Influence of Political Capabilities and Diplomatic Relations on Innovation Offshoring (WITHDRAWN)

Author: **Omar El Nayal**; Catolica Lisbon School of Business and Economics
Author: **Joao Albino Pimentel**; Copenhagen Business School
Author: **Pierre Dussauge**; HEC Paris

Firms can derive significant benefits from locating innovation activities in foreign countries. Yet, such offshoring of innovation activities comes with notable downsides, particularly the risk of innovation misappropriation in host countries with weak intellectual property rights (IPR) regimes. Although prior research has focused on how firms attempt to manage this downside risk through innovation-specific remedies and knowledge protection strategies, the role of firm nonmarket capabilities, notably political capabilities, has thus far been largely overlooked. We argue that firm political capabilities can help protect firms from the possible misappropriation of their intangible resources in weak IPR regimes, but that this effect will only materialize when a firm's home and host countries maintain favorable diplomatic relationships. Our theorizing thus considers multiple levels of political influence that affect a firm's ability to overcome the risks associated with weak IPR regimes. We find support for our predictions in a sample of 479 innovation offshoring investments made by 102 firms from 12 home countries over the period 2003-2010.

view paper (if available)

Author: **Xiaoou Bai**; U. of Texas at Dallas
Author: **H Kevin Steensma**; U. of Washington
Author: **Wei Xia**; U. of Washington

Using a population of venture capital (VC) firms spanning the whole Chinese VC history from 1991 to 2017 and comprising 6,001,004 lead-partner VC potential dyads, and conducting qualitative interviews with VCs founding partners, we examine how the societies in which both reciprocating parties and the recipients of reciprocity are embedded influence the likelihood of reciprocity. We contribute to social exchange theory by attempting to break down the forces of reciprocity into two parts: an inherent sense of obligation, and strategic motivation hoping to create a tit-for-tat dynamic. Integrating social exchange theory and international business literature, our results indicate that reciprocity is not a universal rule. All things being equal, reciprocity will be more influential on Chinese than Western leads, whereas reciprocity will be more influential when potential invitees are Chinese (regardless of the lead's nationality). The interplay between this obligatory urge and strategic motivation has the greatest impact on a China-China dyad than a China-Western, Western-China, or Western-Western dyad.

[view paper \(if available\)](#)

The Direction of Cultural Distance and the Performance of Foreign Subsidiaries in Latin America

Author: **Henrique Correa da Cunha**; Ted Rogers School of Management, Ryerson U.
Author: **Carlyle Farrell**; Ted Rogers School of Management, Ryerson U.
Author: **Svante Andersson**; Halmstad U.
Author: **Mohamed Amal**; Regional U. of Blumenau-FURB
Author: **Dinorá Eliete Floriani**; U. do Vale do Itajaí (UNIVALI)

Despite being an important construct, there is an ever-growing concern related to the conceptual and methodological aspects of the Cultural Distance (CD) construct. Critiques suggest that several important properties of CD might have been neglected. While most studies focus on the magnitude (size) of CD,

Patent Premium for Foreign Firms Innovating in Emerging Markets

Author: **Can Huang**; Zhejiang U.
Author: **Lanhua Li**; Zhejiang U.
Author: **Yadong Luo**; U. of Miami
Author: **Zhe Qu**; -

Weak intellectual property rights (IPR) protections in emerging markets pose a critical challenge to foreign firms attempting to appropriate returns from innovations in these markets. This study investigates the extent to which foreign firms in emerging markets, if they do so at all, obtain a patent premium, defined as an incremental productivity gain from a firm's patents that it would not obtain had it not owned any patents. Drawing on theoretical insights from institutional theory and the liability of foreignness (LOF) logic, and using a panel dataset representing the performance of 32,901 firms in China's high-tech industries, we find that foreign firms do obtain a patent premium despite the country's weak IPR protection. The level of the patent premium is, however, significantly lower for foreign firms than for domestic firms, consistent with the LOF logic. We also find that a foreign firm's patent premium increases substantially with institutional development, and to an even greater extent among wholly owned foreign subsidiaries (WOSs) than among international joint ventures (IJVs). This finding offers further support for the LOF logic insofar as institutional development lowers the LOF for foreign firms, particularly for WOSs. These findings provide implications for foreign firms regarding their innovation strategies in emerging markets with weak IPR protections and for host-country governments when formulating their innovation policies.

[view paper \(if available\)](#)

Intellectual Property Rights and the Protection of Innovations

Author: **Alvaro Cuervo-Cazurra**; Northeastern U.

I study how weak intellectual property rights (IPR) regimes affect firms' innovation protection strategies. I build on transaction cost economics to

we argue that the construct is incomplete as it does not account for the direction and the specific characteristics of each cultural dimension. Furthermore, although cultures may not be compared in terms of better or worse, when it comes to the implication to foreign subsidiary firms, some cultural characteristics in the host country can be more or less favorable to doing business. We use panel data including foreign subsidiaries from developed countries, emerging markets and Latin America operating in 10 host countries in Latin America totaling 4226 firm-year observations and a combination of 168 home and countries. The asymmetric effects for the direction of CD are highlighted as some cultural characteristics in the host country seem to affect firms in similar ways regardless of cultural similarities between home and host countries. While firms from the region do not seem to be in advantage in dealing with CD, the positive and significant effects for the Power Distance dimension reveals the legitimate use of power attributed to developed country firms operating in Latin America. The asymmetric effects are highlighted as some cultural characteristics in the host countries can be more or less favorable for foreign subsidiary firms to do business. The study highlights important characteristics of CD and points venues for future research.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

explain four strategies to address not only the weak institutional IPR of ineffective regulatory and judicial systems traditionally discussed, but also the new weak technological IPR arising from the spread of digital technologies that facilitate the unauthorized diffusion of IPR. The four innovation protection strategies are (1) Defense, which is the traditional strategy of investing in legal defense to deter imitation in conditions of strong institutional and technological IPR; (2) Obsolescence, in which firms invest to make their innovations obsolete to reduce imitation in situations of strong institutional but weak technological IPR; (3) Complexity, in which firms invest in increasing the complexity of innovations to reduce imitation in situations of weak institutional but strong technological IPR; and (4) Convenience, in which firms invest in the convenient platforms to reduce incentives for imitation in conditions of weak institutional and technological IPR. These ideas question the usual argument of weak IPR leading firms to reduce investments by proposing instead the increase in investments to induce the transformation of the lack of formal transactions between firm and imitators into formal contractual relationships.

[view paper \(if available\)](#)

A Multi-Level Study of Entrepreneurial Characteristics, IPR, and the Degree of Internationalization

Author: **Richard Lynch**; Middlesex U.

Author: **Zhongqi Jin**; Middlesex U.

Author: **Tianchen Li**; Middlesex U. London

An emerging topic in strategic entrepreneurial research is how institutional influences impact on entrepreneurial internationalization behavior. This paper sets out to undertake a multilevel study regarding the impact of home country IPR on the relationships among entrepreneurial self-efficacy, entrepreneurial opportunity perception, risk tolerance, and the degree of internationalization. Through a combination of the dynamic capability perspective and entrepreneurial bricolage theory, we propose a model that underpins the role of home country institutional influence, in particular, IPR during the internationalization of new ventures. Using a sample of 91 countries, we empirically test the model via multi-level logistic regression analysis

controlling micro as well as macro variables such as personal education level, gender, household income, purchasing power per capita, and GDP growth rate. Our findings suggest that higher IPR protection mechanism in the home country will strengthen the positive relationships between entrepreneurial self-efficacy and the degree of internationalization, entrepreneurial risk tolerance and the degree of internationalization. However, although the findings support the positive relationship between entrepreneurial opportunity perception and the degree of internationalization, the moderating effect of IPR protection in the home country is not supported for such relationship. Our study contributes to the literature by extending entrepreneurial bricolage theory and dynamic capability approach into international entrepreneurship research. We advance the understanding of how the protection of intellectual property in home country influences the internationalization efforts into new ventures taking consideration of the personal-level characteristics of entrepreneurs.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

IM

TIM

International Business in a Digital World (session 1373)

This symposium will discuss important research issues related to digitalization and international business, including the need to rethink and reimagine our theories, how digitalization has changed internationalization and internalization issues, the growth and management of 'instant' globalization, dealing with or becoming a digital platform, and digital eco-systems and their impact on internationalization, sources of competitive advantage in the digital economy, how digitalization can change the management and structure of the global value chain, and what firms can do to start to embrace digitalization in different aspects of the internationalization process. The panelists aim to highlight existing knowledge gaps in this domain,

IM

International R&D (session 1372)

R&D Intensity and International Expansion - A Complex Relationship

Author: **Niron Hashai**; Arison School of Business, The Interdisciplinary Center (IDC), Israel
Author: **Ohad Ref**; Ono Academic Collage

The conventional view in international business is that, other things being equal, firms that invest more in research and development (R&D) are more likely to enter new foreign markets. In the current study, we find that this relationship is more complex than previously thought, bearing an S-Shaped relationship. From left to right on the S-Shaped curve, we show that for firms with lower R&D intensity (R&D to sales ratio) compared to their industry median, the higher their R&D intensity

and to help formulating rigorous research designs in novel settings for future high impact research.

Asynchronous

INTERNATIONAL

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

becomes (but still lower than the industry median), the lower the likelihood of foreign market entry. Further along the curve, we show that firms that invest more in R&D relative to their industry median, must invest substantially more in R&D compared to their industry peers to increase the likelihood of expanding to new foreign markets. Above this point, the likelihood of expanding to new foreign markets increases with the increase in R&D intensity. Finally, we find that, at some point, for firms with extensively high R&D intensity relative to their industry peers, the likelihood of expanding to new foreign markets decreases. We further provide empirical evidence that offers plausible explanations for this counterintuitive pattern.

[view paper \(if available\)](#)

Intellectual Property Protection in the Global Arena - Appropriability Hazard and Competitive Threats (WITHDRAWN)

Author: **Grazia D. Santangelo**; Copenhagen Business School

Author: **Anupama Phene**; George Washington U.

We study how firms alter their intellectual property (IP) protection strategy in response to different multi-level global competitive threats that are engendered by semi-globalization. We suggest that semi-globalization yields a varying intensity of competition that reflects in uneven appropriability hazard across levels. At the macro level, firms increase the breadth of their IP protection strategy in response to a rise in the economic globalization of their home country. This is because a greater involvement of the home economy in global economic transactions makes the firm's intangibles more visible and raises the firm's perceived potential competitive threat. At the meso level, firms respond to the perceived actual competitive threat to their intangibles from global industry rivals also by increasing the breadth of their IP protection strategy, but in this case as a result of a bandwagon pressure. However, the combination of the two threats lowers the extent of the firm's breadth of IP protection strategy. This is because the firm perceives the potential threat emanating from a globalized home economy as less challenging when it has already aligned to the greater breadth of the

IP protection strategy of its global industry rivals. We test and find support for our arguments based on a sample of 1,572 world's top R&D multinationals over the period 2013-2015.

[view paper \(if available\)](#)

Absorptive Capacity and the Propensity for Knowledge-Seeking Acquisitions

Author: **Barclay James**; St. Mary's U. (San Antonio)

Author: **Rajeev J. Sawant**; Florida Atlantic U.

Author: **Josh Bendickson**; U. of Louisiana at Lafayette

Knowledge-seeking acquisitions (KSAs) provide significant advantages to firms with insufficiently developed knowledge bases. Yet such firms' lack absorptive capacity (ACAP), which impedes absorption of external knowledge sourced through KSAs. We take advantage of variance in acquisition motivations (e.g., KSAs, market-seeking acquisitions) to examine the propensity of such firms for KSAs. Drawing on ACAP research, we theorize that such firms direct their internal investments to develop potential ACAP (PACAP), that is, to develop knowledge identification and assimilation capabilities. Thus, such firms' greater internal research and development (R&D), increasing PACAP, increases their propensity for KSAs. Low knowledge identification costs and high knowledge assimilation capabilities reduce internal investments for PACAP and thus reduce the positive effect of internal R&D on KSA propensity. Analyses of foreign acquisitions by Taiwanese high-technology follower firms over 2001- 2008 supports our theory. We contribute to research on how firms upgrade their knowledge bases through external knowledge sourcing.

[view paper \(if available\)](#)

Trading Up or Trading Down? How Home Country Corruption Affects Cross-Border R&D Investments

Author: **Maximilian Von Zedtwitz**; Copenhagen Business School

Author: **Severin F. Bischof**; HSG U. of St. Gallen

Prior research has demonstrated that corruption

has largely negative effects on incoming international investments. What is less clear, however, is to what extent these negative effects are a product not of a host country's absolute level of corruption, but of the relative distance to the home country's degree of corruption. We define the Directional Corruption Distance (DCD) as the arithmetic difference between two countries' corruption levels. Avoiding distorted FDI measures, we analyze the change in Research & Development Stock (RDS) representing more than 10,000 R&D centers of 500 technology-intensive MNCs taken from the Fortune 1000 list. Qualifying earlier research employing FDI as a dependent variable, we observe that countries of lower corruption are preferred destinations (Trading Up Hypothesis), but only under certain conditions. We further show that developed countries with lower degrees of corruption tend to prefer investments in other low-corruption countries (Comfort Hypothesis). High-corruption countries, conversely, do not exhibit this behavior and appear more open towards investment in other high-corruption countries (Familiarity Hypothesis). These findings underscore the influence of contextualizing variables in the origin of investments, and suggest extended research using firm-level field data to compensate for potential bias and flaws in FDI data.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

IM

Language, Diversity, and Networks Across Borders (session 1369)

New Form of Social Capital: Language Advice Networks in Multilingual Organizations

Author: **Mai Al-Naemi**; London School of Economics and Political Science

Author: **Hyun-Jung Lee**; London School of Economics

We present a new form of social capital, the Language Advice Network (LAN)- an informal network in which individuals with low and high

MC

Management Consulting in Diverse and Global Environments (session 1374)

Knowledge Sharing in the Arabic Management Consulting Industry: A Cultural Embeddedness Perspective

Author: **Xinli Huang**; U. of Western Australia

Author: **Qiuling Gao**; Beijing International Studies U.

This study aims to explore challenges facing consultant-client relationships and the effects of regional culture in facilitating such knowledge

levels of English fluency seek and offer language-related advice at work in multilingual organization that adopt English as lingua franca. Extant research on language and international business highlights the generally negative impact of lingua franca on social integration in multinational organizations. We present a case study of how lingua franca positively contributes to forming ties between fluent and less-fluent English speakers, drawing on data from a Qatari multinational organization, a context where migrant- and expatriate workers outnumber (local) nationals at their headquarters and their home language is Arabic. Adopting a mixed-methods approach including participant observations, focus groups, individual interviews and social networks analyses, we find that the individuals who actively engage in LAN foster social capital (bridging and bonding) and achieve positive career outcomes - enhanced status, empowerment, and tangible rewards.

[view paper \(if available\)](#)

Language Diversity and Employees' Interpersonal Organisational Behaviours: An Experimental Study

Author: **Yaxi Shen**; Australian National U.

The rapid increase in international business has led to a large number of multinational corporations (MNCs) in China. Multinational corporations are usually multilingual. Different languages such as HQ language, the local language, and mixed languages are all used in Chinese organisational contexts which leads to many language diversity-related problems. Based on an experiment of 193 Chinese employees, this study explores how language diversity impacts employees' shared linguistic identity and trust over another employee, which then affects their interpersonal organisational behaviours (e.g., hiring decision, cooperative behaviour and help-seeking behaviour) towards that employee. This study contributes to the international management literature by adding knowledge to the impacts of language diversity on employees' interpersonal organisational behaviours. Through studying the mixed language, it also expands the scope of 'language diversity' in international business literature.

sharing processes. The analytical results of the multiple case study highlight a cultural embeddedness mechanism which reveals the importance of Wasta in the knowledge sharing between consulting firms and client. We discuss the theoretical and practical implications of findings for international business literature.

[view paper \(if available\)](#)

Consulting Market in Light of Global and Regional Trends

Author: **József Poór**; J.Selye U.

Author: **Zsuzsanna Szeiner**; J.Selye U.

Author: **Eric Sanders**; Elmhurst College

There is relatively little and accurate information on the management consulting market for interested readers. Therefore, in this article we are committed to presenting the most important global trends from different sources. We then analyze the key features of the development of the European and Central and Eastern European consultancy markets. In this chapter, we present the characteristics of the management consulting market based on marketing and business research published in various specialist literature. The sources indicate that the US consulting market is the largest and most advanced. We are convinced that management consulting providers (firms and consultants) and supply will be significantly transformed by today's and future's digitalisation / robotization and artificial intelligence.

[view paper \(if available\)](#)

When a Consulting Case Study meets Emerging Theories: Broadening the Vision of Chinese Technology

Author: **Emmanuel Monod**; Shanghai SUIBE U.

Author: **Aleksandra Irnazarow**; U. of Leeds

Author: **Elisabeth Joyce**; Edinboro U.

Author: **Flavia Santoro**; Rio de Janeiro State U. (UERJ)

Author: **Yi Ru Wu**; -

Author: **Madina Rival**; LIRSA-Cnam Paris

Author: **Christof Backhaus**; Edinburgh Napier U.

Author: **Lifei Liu**; Shanghai SUIBE U.

[view paper \(if available\)](#)

Employees' Compliance to MNC Language Policies: Command-and-Control and Self-Regulation

Author: **Jui-chuan Hsu**; Department of Management, The Chinese U. of Hong Kong

Author: **Kevin Au**; Chinese U. of Hong Kong

Corporate language policies are argued as useful for overcoming the language barrier in multinational corporations (MNCs). However, existing empirical studies based on the command-and-control perspective give only a partial answer to why employees should comply with the policies. This study conducted a within-subjects and a between-subjects experiment to verify the command-and-control perspective and introduce self-regulation as an additional perspective. The findings lend support to command-and-control, showing that explicit implementation of policies indeed enhances employees' intention to speak the corporate language. More importantly, the findings show that employee compliance was also fostered through self-regulatory mechanism. When the choice of the corporate language is aligned with subsidiary strategic role, employees perceive the corporate language as legitimate and demonstrate higher willingness to comply with the policies. Theoretical implications on corporate language policies and practical implications for designing effective policies in MNCs are discussed.

[view paper \(if available\)](#)

Boundary Spanning - How to Walk the Talk with a Foreign Accent?

Author: **Carlo Brighi**; U. of Victoria

Author: **Komal Kiran Kalra**; U. of Victoria

Author: **Michal Szymanski**; EGADE Business School, Tecnologico de Monterrey

Global virtual teams (GVTs) – characterized by globally dispersed team members – are increasingly being employed to conduct projects in MNCs. Given the multilingual and multicultural nature of such teams, and the lack of physical interaction, language and communication play an important role in the

Through a consulting case study of a Chinese shipping company, this research finds that social media is preferred to ERPs for communications in supply chain IS. It was proposed that the theories of liquid communication, ubiquitous teamwork, fluid organizing and transactive memory systems explain the effect of social media compared to corporate information systems in corporate settings. Findings suggest that social media support liquid communication, the ease of shifting smoothly between multiple topics and the time allocated to communication, particularly in terms of lower time constraints. They suggest, too, that social media support teamwork, but that organization, rather than being fluid, remains structured. Most importantly, results find that social media support transactive memory systems, the understanding that each team member comes to the team with particular knowledge and skill sets and that the group trusts each team member to have those skills and to act on them. In the complexity of supply chain IS, therefore, this study shows that social media support teamwork goals and functions.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

smooth functioning of these teams. Previous research has highlighted the formation of subgroups and faultlines in multilingual teams. In our qualitative research, we study the understudied context of Latin America, specifically Mexico and find that similar faultlines exist in GVTs as well. In this study, we find that while multilingual managers who are proficient in the corporate language as well as the dominant language of the specific within-team linguistic subgroups could act as boundary spanners, the effectiveness of such role might be influenced by other factors, such as accent and the socio-economic status of their country of origin. Furthermore, linking our findings to previous studies we identify three different characteristics of multilingual boundary spanners and discuss the role of accents for each of them.

[view paper \(if available\)](#)

Selection and Development of Language Resources in Subsidiaries: The Case of Japanese MNCs in Asia

Author: **Heejin Kim**; Tohoku U.

Author: **Hiroshi Itagaki**; Musashi U.

Although there have been conceptual and theoretical works that describe how multinational companies (MNCs) can leverage the multilingual environment, we still know little about how MNCs deal with language diversity in their foreign subsidiaries. To address the research gap, we conducted a qualitative case study with 83 subsidiaries of Japanese MNCs in 9 Asian countries as a preliminary investigation and 34 subsidiaries of Japanese NNCs in China as a more in-depth examination. We found that in the MNCs' multilingual environment that includes parent language, local language, and English as the three main language options for the subsidiaries, the subsidiaries select their functional language based on the strategic and knowledge sourcing perspectives. The subsidiaries then mobilize and allocate managerial resources to develop distinctive language resources. Based on the findings, we developed a model that integrates strategy-oriented language selection and incremental development process of language resources in MNCs' foreign subsidiaries. The findings and the proposed model

support the view that language diversity in MNCs can be valuable resources and provide the deeper understanding about how MNCs' foreign subsidiaries develop distinctive language resources tuning to their strategic mission and knowledge source.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MED

Ethics in Management Education (session 1375)

Cultures and Economies Apart – Similar Business Ethics Education Needed

Author: **Throstur Olaf Sigurjonsson**; full professor

Author: **Audur Arna Arnardottir**; Reykjavik U.

Author: **Hao Jiao**; Beijing Normal U.

Author: **Yunxia Zhu**; U. of Queensland

Author: **David Schwarzkopf**; Bentley U.

We investigate the areas in which cultural differences influence managers' views of business ethics, the role of business schools in preparing students to address ethical issues, and cooperation between schools and industry. Responses from 82 Chinese and 98 Icelandic managers reveal close agreement on such issues as the need for business ethics education, the role of employers in ethics training, and the benefit of cooperation between schools and businesses. Managers diverge on the tactics suggested to achieve these aims, indicating areas where cultural differences may be affecting their attitudes. Our choice of China and Iceland highlights vividly contrasting cultures. As such, it can serve as a building block for further study into the specific areas where culture affects both managers' support for business ethics education in schools and corporate tactics for enhancing that education through training. Given business schools' global competition for students, knowing how to attain these cultural differences is likely to be crucial for student and institutional development.

MSR

Mindfulness and Personal Growth (session 1379)

A collection of studies focusing on mindfulness and personal growth.

Mindfulness in Higher Education: Students' Journey in a University Mindfulness Course

Author: **Smita Kumar**; Al Akhawayn U.

This first-of-its-kind study examined the teaching of mindfulness as a curriculum for more holistic and integrated adult learning in higher education. The study adopted an interpretive phenomenological analysis to understand how students made meaning of the mindfulness curriculum. Data was collected through weekly critical reflective journals and one face-to-face semistructured interviews of 12 students and analyzed using double hermeneutics. The study showed that teaching mindfulness as a course can provide opportunities for transformation and foster a culture of compassion in learning spaces. The curriculum approach to teaching mindfulness fostered a nuanced, authentic, and comprehensive experience and learning of mindfulness. It allowed students to experience a deeper self-awareness, greater well-being, nonjudgment, discernment, compassion for self and others, discomfort of the practices, and glimpses of wisdom and profound transformation. The study suggests that this curriculum approach to teaching mindfulness balances theory and practice and allows students to be immersed in the practices,

[view paper \(if available\)](#)

The Ethics of Technology in Management Education

Author: **Julia Milner**; EDHEC Business School

Author: **Peter Daly**; EDHEC Business School

Author: **Trenton Milner**; INternational Centre for Leadership Coaching

Cheating is commonplace amongst business school students and is possibly facilitated by the increase in smartphone technology. This study examines the issue of ethical perceptions of digital cheating using smartphone technology in a European Business School using a quasi-experimental methodology for two samples of undergraduate business administration students (295 & 627) before and after a creativity seminar. Participants were aware of what behaviours were considered cheating and on average partook in the intervention accordingly. Nevertheless, predefined ethics did not correlate with their reported actions and the intervention showed statistically significant changes ethical stance of participants. The study showed that the choice to cheat is different from the choice 'not to cheat' - the ethics described by the individual showed very little relationship with cheating or not, similarly smartphones were not considered pivotal in the cheating process. These findings have practical implications for the conceptualisation and teaching of ethics as well as the industry preconceptions of smartphone technology. This apparent disconnect between ethics and reported use calls for further research to address implementation of ethics in pressure situations impacted by technology.

[view paper \(if available\)](#)

The ISR-1 Drug Exercise: An Ethical Decision-Making Experiential Activity

Author: **John Edward Fiset**; Memorial U. of Newfoundland

Author: **Alyson Byrne**; Memorial U. of Newfoundland

giving them time and space to experience, understand, and learn from their journey. The course and this research are an invitation to educators and higher education institutions to adopt contemplative pedagogies and teach mindfulness as a curriculum.

[view paper \(if available\)](#)

Searching for Spiritual Intuition in Management (WITHDRAWN)

Author: **Eugene Sadler-Smith**; U. of Surrey

This paper is a search for spiritual intuition in the management literature. The amount of published work on spiritual intuition is small compared with other types of intuition (creative, expert, moral and social). This literature review and conceptual paper: (a) searched for and reviewed the research on spiritual intuition in management; (b) alighted on the work of Frances Vaughan as the primary exponent of spiritual intuition; (c) traced steps backwards from Vaughan into transpersonal psychology; (d) found evidence for spiritual intuition in the work of two of the most prominent psychologists of the 20th century, James and Maslow; (e) identified links between spiritual intuition and other types of intelligences and capabilities. A contribution of this paper is that it adds a fifth type of intuition to the four types that have already been identified and shows how this is relevant for management. The types of intuition shown to be related, but they draw on different source disciplines and have different implications for management. A framework is presented which unifies five primary types of intuition. Spiritual intuition is proposed as being at the core of this framework for 'intuitive intelligence'.

[view paper \(if available\)](#)

Outcomes of Mindfulness Based Coaching for Managers

Author: **Shelly Rave**; Ben Gurion U. School of Management

Author: **Nurit Zaidman**; Ben Gurion U. of the Negev

Both governments and firms face the continuous challenge to maximize utility with a limited budget, however, knowledge about the way in which these organizations go about this process is relatively unknown to students. In this article, we outline an experiential exercise, based on a contemporary health policy challenge, which illustrates the ethical, moral, and team-based difficulties inherent in making decisions in instances of limited budgets and multiple stakeholders. Drawing on literature from stakeholder theory, decision-making, and groups, this highly-adaptable exercise provides students with a concrete means of learning about these issues by placing them in the context of a territorial government that must address a virulent blood-borne disease by funding a series of initiatives and having to defend these decisions both to their fellow decision-makers and to relevant stakeholder groups. The exercise has been successfully implemented in undergraduate and graduate-level classes and encourages high-quality class discussions in a wide-range of courses focused on ethics, decision-making, and teamwork.

[view paper \(if available\)](#)

Clues to Fostering a Program Culture of Academic Integrity: Findings from a Multidimensional Model

Author: **Kelley Packalen**; Smith School of Business, Queen's U.

Author: **Kate Rowbotham**; Queen's School of Business, Canada

Using zero-inflated negative binomial regression we identified situational, personality and contextual variables correlated with business students' self-reported rates of academic integrity violations. The most influential predictors of increasing rates were: greater estimates of peers' violations, increasingly negative perceptions of the program's academic integrity culture, and rating questionable academic behaviours less seriously. Individual priorities, personal characteristics and social support were less influential. We then analyzed our quantitative results in light of our deep understanding of the broader context to derive richer insights from the interplay of our independent variables. Importantly, our results indicate that program-led proactive messaging designed to foster a culture of academic

The research literature exploring links between mindfulness and the effectiveness of executive coaching has little to say about coaching outcomes, or about the perceptions of coachees regarding to the utility of this training orientation. Furthermore, existing research does not explore the perceived outcomes of professional coaching, and variations therein, across time. This study analyses the assessments of 14 professional managers, working in the education system and the high-tech industry, of a 12 session coaching process incorporating mindfulness practices. The participants recorded their perceptions of coaching outcomes from each session, contemporaneously, in journals. In addition, they were interviewed at two points in time—at the end of the coaching sessions, and two years later. Generally, the study shows that when individual mindfulness practices are applied in coaching sessions, their effects are similar to that of individual mindfulness practices as applied in work organization settings. On the basis of the participants' accounts, it seems quite safe to conclude that the mindfulness practices applied in the coaching enhanced their awareness of their body, thoughts and emotions—a process linked to developing the capacity to engage with multiple perspectives and to stress reduction, both leading to positive outcomes in terms of self-development, well-being and performance.

[view paper \(if available\)](#)

Exploring the Efficacy of Contemplative Practices in Business Virtue Ethics Course

Author: **Tom Elwood Culham**; Beedie School of Business Simon Fraser U.

Author: **Richard Jackson Major**; Institut de Gestion Sociale Paris

Author: **Neha Shivhare**; Simon Fraser U.

This research provides a qualitative analysis of 3rd year business student's experiences in an ethics course, utilizing virtue ethics as a pedagogical framework. Virtue ethics calls for development of character virtues through experiential learning and contemplative practices, enabling personal transformation. Students practiced meditation and emotional intelligence exercises to develop self awareness, regulation of emotions, awareness of

integrity can effectively buffer tendencies towards academic dishonesty. Absent ongoing messaging, however, increasing academic pressures may erode those initial benefits. Moreover, repercussions of major academic integrity breaches can be long lasting suggesting an even greater need for fostering academic integrity culture a priori. Finally, we recommend a public health practice of identifying positive deviants – individuals who thrive in hostile environments – and then in an effort to change a peer support system that fosters increasing rates of violations into one that does the opposite, engaging with those individuals to understand why and how they resist the status quo.

[view paper \(if available\)](#)

Keeping the Wheel Turning: A Review of the Contexts, Processes, and Outcomes of Service-Learning

Author: **Nathania Ancheta Chua**; ESADE Business School-Ramon Llull U.

Author: **Josep Mària**; U. Ramon Llull, ESADE Business School

Over a decade ago, service-learning scholar Kenworthy-U'ren expressed much optimism regarding the state of service-learning scholarship and contended that that the figurative service-learning wheel does not need to be reinvented. Today, service-learning research has flourished even further in the management education literature and it is our hope as researchers to keep the wheel turning by invigorating further scholarship through our literature review. We take a systematic approach to reviewing the literature of service-learning within management education with our sample of 67 articles. Upon critical assessment of the field, we provide a characterization of the various approaches to service-learning research and identified the relevant contexts, processes and outcomes in service-learning. We offer an agenda for future research and with an exciting pathway forward, we hope that this deeper understanding of the literature encourages scholars and practitioners to guarantee the longevity of service-learning within management education.

others and decision-making discernment. This paper's contribution is to understand the actual impact of such pedagogies on students' experiences and their potential transformation. Data was available from 62 participating students of diverse backgrounds, and 19 of them were interviewed to gain deeper insights on their perceptions of these experiences and transformations. Student's observations are presented and interpreted through the lens of Transformative Learning. Findings indicate that students obtained insights into themselves and others, suggesting enhanced self awareness, regulation of emotions and improved relationships. The qualitative nature of this research provides rich information on student's experiences, though at this point difficult to generalize. This is an exploratory research and will further benefit from longitudinal and quantitative methodologies as well as being able to assess the effects single practices could have on business students.

[view paper \(if available\)](#)

Some Rest for the Weary? A Qualitative Analysis of Clergy Methods for Managing Demands

Author: **Jeffrey Drake Terry**; Old Dominion U.

Author: **Christopher J. L. Cunningham**; U. of Tennessee, Chattanooga

Author: **Sana Lall-Trail**; College of William and Mary

In many ways, clergy (i.e., religious leaders including pastors, ministers) are an ignored yet high-risk population. In their efforts to ensure the spiritual well-being of their congregations, clergy may neglect their own well-being. Further, little is known about how clergy perceive the relationship between their work and their well-being, the strategies they use to recover from their work, and the ways they balance work and nonwork areas of their lives. This qualitative study explores these areas to further understand the nature of clergy work and recovery from work. Clergy (N = 332) were asked to respond to a set of open-ended prompts related to their perceptions of work interference with health, and strategies at and outside of work they use to manage work and nonwork demands. The present study sheds light on recovery strategies (i.e., self-care practices) and practices clergy may use to successfully manage demands in the work and

view paper (if available)

Asynchronous

TEACHING

INTERNATIONAL

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

nonwork areas of their lives. Specifically, prioritizing, personal time (e.g., time spent in hobbies), and physical activities emerged as common strategies and practices. Our results have the potential to guide researchers in how to design interventions aimed at assisting individuals in this at-risk population. Keywords: Clergy; job demands; self-care practices; social support

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Abusive Supervision (session 1385)

Why and When Abusive Supervision Harms Voice: A Matter of Trust and Employee Regulatory Focus

Author: **Seohyun Kwon**; Seoul National U.

Author: **Jeewon Gwak**; Seoul National U.

Author: **Sunghyuck Mah**; Seoul National U.

Author: **Jihye Lee**; Seoul National U.

Author: **Seokhwa Yun**; Seoul National U.

Drawing on social exchange theory and affective / cognitive trust dimensions, this study examined the negative relationship and the underlying mechanism of abusive supervision on employee voice. Using data collected from 283 supervisor-employee dyads, the current study found that only affective trust in supervisor substantially mediated the relationship between abusive supervision and voice. Though abusive supervision has negative impact on both affective trust and cognitive trust, a mediating effect of cognitive trust was insignificant. Damage to the two types of trust turned out to have different effects on voice. Furthermore, applying a moderated mediation model and regulatory focus theory, this study investigated that employee regulatory focus moderates the strength of the indirect effect of abusive supervision on employee voice via affective trust. Concretely, promotion-focused employees less suffer from the negative impact of abusive supervision on voice, while the moderating effect of prevention-focus was rejected. Theoretical and practical implications, and limitations are discussed.

OB

Bringing Those on the Outside In: The Role of the Organization in Reintegrating Marginalized Persons (session 1390)

This symposium explores the interface between organizations and marginalized persons by examining the role that organizations may have in reintegrating these individuals into work and society at large. We define marginalization as the social exclusion of individuals or groups who are precluded from obtaining resources and opportunities necessary for their welfare. While organizational scholarship has begun to investigate the means by which organizations may be implicated in the exclusion of disadvantaged individuals, processes for inclusion remain underexamined. In this symposium, we identify several organizational strategies for the reintegration of socially excluded persons, highlight challenges and opportunities associated with such strategies, and, on the individual level, explore the effects that inclusion may have on marginalized persons' identities and well-being.

Experiencing Former Prisoner Employment Reintegration: An Interplay between the Past and the Present

Kemi Anazodo; York U.

Rosemary Ricciardelli; Memorial U. of Newfoundland

Christopher Chan; York U.

view paper (if available)

Should I Represent You? Abusive Management and Supervisor Organizational Embodiment

Author: **Darryl Rice**; Miami U.

Author: **MaQueba Massey**; Jackson State U.

In effort to extend supervisor organizational embodiment (SOE) research, we integrate social exchange and psychological detachment theories to examine and explain how abusive management impacts SOE. Consistent with social exchange theory, we propose that when supervisors experience abusive management (i.e., middle-level supervisors being abused by upper-level managers), they reciprocate in kind negatively with an unfavorable desire to embody the organization. We also position and find support that supervisor feelings of violation (FOV) mediates the relationship between abusive management and SOE.

Additionally, supervisor turnover intentions, which are an indicator of supervisors' psychological detachment from the organization, are considered as a moderator of the influence of FOV on SOE such that high turnover intentions strengthen the negative relationship. Results from a multi-source field study support our proposed second-stage moderated-mediation model. Implications for research and practice are discussed.

view paper (if available)

Abusive Supervision and Employee Relational Reputation Maintenance: A Self-Verification Perspective

Author: **Lei Huang**; Auburn U.

Author: **Ted A. Paterson**; Oregon State U.

While the current literature has largely maintained that one's experience of abusive supervision can trigger their engagement in interpersonal deviance against coworkers, our research breaks new theoretical ground by showing such experience under certain circumstances could also produce positive prosocial outcomes. We do so by integrating self-verification theory and self-concept orientation theory to explain why and under what conditions

Marie-Helene Elizabeth Budworth; York U.

Fostering Wellbeing Among Formerly Vulnerable Workers: The Role of Positive Values & Practices

Alaina Segura; U. of Michigan

Mari Kira; U. of Michigan

Mrudula Nujella; U. of Michigan, Ann Arbor

From Quality to Quantity: Employee Logic Change in Managing Refugee Crisis

Winnie Jiang; INSEAD

Affiliation, Advocacy & Allyship Paths to Reversing Disability Stigma

Anica Zeyen; Royal Holloway, U. of London

Oana Branzei; Ivey Business School

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

victims of abusive supervision are motivated to maintain their relational reputation in the work group. Using time-lagged multi-source survey data from 253 employees and their supervisors working at a large convenience store chain, we found support for our proposed model. Our findings showed that those abused employees with a stronger relational self-concept had heightened relational reputation maintenance concerns and therefore were motivated to maintain their relational reputation by engaging in more helping behaviors and less interpersonal deviance directed towards their coworkers. Our findings further showed that the positive prosocial consequences of abusive supervision were the strongest when the abused employee had stronger relational self-concept and perceived a higher level of leader reputation in the work unit. We discussed theoretical implications of our research and limitations and directions for future research.

[view paper \(if available\)](#)

**Why and When Managers Behave Abusively
Toward Employees in the Context of Job Insecurity**

Designated as a “Best Paper” for OB

Author: **Fu Yang**; Southwestern U. of Finance and Economics

Author: **Xiaoyu Huang**; California State U. San Bernardino

Author: **Hong Deng**; Durham U. Business School

Drawing from conservation of resources theory, we offer an alternative perspective and theorize that resource depletion acts as a novel explanatory mechanism to explain why and when managers behave abusively toward employees in the context of job insecurity. We test this model through a multi-wave and multi-source field study with data collected from 508 employees of 116 teams in 23 departments over three time periods (Study 1) and an experience sampling study spread over 5 workdays with data from 42 supervisors (Study 2). Consistent with our expectations, we found that manager resource depletion stemming from job insecurity is a proximal cause of abusive supervision. Furthermore, we found that manager job insecurity is more likely to threaten and cause resource depletion and subsequently trigger abusive

behaviors for managers with low level of trait resilience and low level of political skill in the form of social astuteness. However, this effect did not exist for managers who are high on these two individual characteristics. The implications of these findings for researchers and organizations are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Depletion and Recovery (session 1383)

When is Proactive Behavior Perceived as Depleting?

Author: **Wilken Wehrt**; U. of Mannheim

Author: **Sabine Sonnentag**; U. of Mannheim

Many organizational scholars emphasize the utility of proactive behavior because it contributes to performance without putting too much strain on employees. However, recently scholars suggested examining negative consequences of proactive behavior. Following this suggestion, we examine depletion perceptions as one negative consequence of daily proactive behavior. Further, we also focus on identifying conditions in daily work contexts under which proactive behavior may be associated with depletion perceptions, namely low job control and high self-control demands. We analyzed data from 141 employees in a two-week diary study with three daily measurement points. We consider lagged effects by investigating paths from the morning and the afternoon to depletion perceptions at midday and the end of work. Multilevel modeling showed that proactive behavior in the afternoon is negatively related to depletion perceptions at the end of work. However, when daily job control was low, proactive behavior in the morning was positively related to depletion perceptions at the end of work. Daily self-control demands did not moderate the relationship between proactive behavior and depletion perceptions. Findings put the utility of proactive behavior in perspective and point to its dangers. Moreover, the study

OB

MOC

Implicit Measures in Leadership Research: What Leaders and Followers Really Think and Why It Matters (session 1395)

In recent years, it has been acknowledged that many phenomena of interest in organizational behavior operate outside employees' complete awareness and control. The implicit processes are intuitive, spontaneous, unintentional, automatic, and sometimes unconscious. Although leadership scholars were among the earliest to discuss implicit processes (i.e., implicit theory of leader categorization), the use of implicit measures in leadership research is quite rare. The present symposium attempts to address this gap by showcasing an array of conceptual and empirical leadership studies that advocate for or utilize implicit construct measures. Two presentations will discuss the development and validation of new implicit measures to assess ILTs and leader identity. The third presentation reports a novel use of existing implicit measure of self-concept in followers and its impact on a range of important leadership and organizational outcomes. Finally, the fourth presentation will advance a new conceptualization of leader identity within an individual's goal hierarchies. The symposium aims to inspire other researchers to consider implicit measures and provides guidance and advice on how to do so.

Implicit Measures of Implicit Leadership Theories

Jessica Mariah Rivin; U. of Colorado, Boulder

Phoenix Van Wagoner; U. of Colorado, Boulder

underscores the importance to consider time-lagged effects when investigating energetic processes.

[view paper \(if available\)](#)

The Role of Recovery for Daily Cognitive Appraisal of Work Demands: A Diary Study

Author: **Anne Casper**; U. of Mannheim

Author: **Wilken Wehrt**; U. of Mannheim

This study examined the role of daily recovery for cognitive appraisal of work demands in a daily diary study. We examined if psychological detachment from work during the evening was associated with changes in cognitive appraisal from afternoon to the next morning. Additionally, we examined whether these associations are mediated by state of being recovered in the morning. We collected data from 183 employees with 3 daily measurement occasions over 2 consecutive workweeks. We analyzed the data using multilevel path modeling with latent variance decomposition into within- and between-person variance parts. Results showed that psychological detachment predicted a decrease in hindrance and threat appraisal but no change in challenge appraisal from afternoon to morning. State of being recovered mediated the relationship between psychological detachment and threat appraisal but not hindrance appraisal. Psychological detachment was indirectly related to an increase in challenge appraisal via state of being recovered in the morning. Our results provide insights on predictors of cognitive appraisal and the role of recovery for the cognitive processes taking place in the stress process.

[view paper \(if available\)](#)

The Relevance of Employees' Expectations Regarding Leaders' Health Promotion for Employee Well-Being (WITHDRAWN)

Author: **Antonia Johanna Kaluza**; Goethe U.

Author: **Franziska Weber**; Goethe U.

Author: **Rolf Van Dick**; Goethe U.

Author: **Nina Junker**; Goethe U.

Despite the increasing interest in leaders' health-

Stefanie Johnson; U. of Colorado, Boulder

Assessing the Impact of Self-Identity on Organizational Outcomes Using an Implicit Measure

Bryan Acton; Virginia Tech

Tiffany Keller Hansbrough; Fairleigh Dickinson U.

Roseanne Foti; Virginia Tech

Robert G. Lord; Durham U.

Am I A Leader, Really? Implicit Leader Identity and Leadership Behaviors

Darja Kragt; U. of Western Australia

Serena Wee; Singapore Management U.

Angus Hughes; U. of Western Australia

Melanie Hamilton; U. of Western Australia

Leader Identity Within Goal Hierarchies: Understanding Cognitive and Affective Aspect of Conflict

Elisa Adriasola; U. Adolfo Ibanez

Kerrie Unsworth; U. of Leeds

Karol Suchan; U. Adolfo Ibáñez

Asynchronous

INTERNATIONAL

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

promoting behavior, employees' role in the effectiveness of such behavior and the mechanisms underlying how such leadership behavior affects their well-being have largely been ignored. We argue that health-promoting leadership behavior is most beneficial for employee well-being (here: exhaustion and work engagement) if it is congruent with employees' expectations regarding their leaders' health-promoting support. We further propose that congruent behavior relates to better employee-rated leader-member relationships (leader-member exchange, LMX) and to more health-promoting behaviors by employees, which, in turn, positively relates to their well-being. A field study and an experimental study largely supported our hypotheses. Polynomial regression analyses revealed that incongruence between expected and actual health-promoting leadership behavior negatively related to LMX quality. Furthermore, congruence effects varied with the level of health-promoting leadership: congruence at high levels (when both expected and actual health-promoting leadership behavior were high) was more strongly associated with LMX quality and employees' self-care behavior than congruence at low levels. Our results highlight the pivotal role of employees' expectations regarding leaders' health support and help in building practical interventions with regard to leaders' health promotion.

[view paper \(if available\)](#)

Ambivalent Effects of Challenging Job Experience on Employee Work Behaviors

Author: **Dongwon Choi**; Ewha Womans U.

Author: **Remus Ilies**; National U. of Singapore

While the literature documents many benefits of challenging job experience (CJE) for employees, recent research has begun to show the potential negative impact of CJE on stress. To articulate both the positive and negative effects of CJE and their boundary conditions, we first adopt a dual pathway approach on motivation and stress in the job demands-resources theory. Specifically, we examine the effects of CJE on active learning, creativity, and work withdrawal, mediated by work engagement and emotional exhaustion. Second, integrating the matching principle of stress (De Jonge & Dormann,

2003, 2006; Frese, 1999), we examine the moderating role of proactive personality and leader-member exchange. We propose that proactive personality will facilitate (mitigate), whereas leader-member exchange (LMX) will mitigate (aggravate) the positive effect of CJE on positive (negative) work attitudes and behaviors.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Impression Management: Advancing Our Understanding of How and Why Applicants Succeed in Interviews (session 1389)

Impression management (IM) refers to tactics used by individuals to influence the image others have of them. Such tactics are particularly relevant in situations where making a good impression is crucial, such as job interviews. Extant research has uncovered individual differences associated with IM use, the existence of various types of IM tactics, and the potential impact of IM on interview performance ratings. Yet a number of critical questions remain unanswered. For instance, there have been calls for more research on antecedents of IM use, the differences between authentic and inauthentic (i.e., honest and deceptive) forms of IM, the relative effectiveness of various IM tactics, the cross-cultural implications of IM, or the role played by technology. This symposium includes four papers and a discussant that address these calls and thus advance our understanding of the intricacies of IM, its antecedents, and its outcomes. The present symposium makes three main contributions. First, it uncovers new important but under-researched antecedents of applicant IM use and effectiveness, such as how interviewers describe the job during the interview and the use of technology-mediated interview formats. Second, it emphasizes the important role played by cultural values in the way applicants engage in IM, the way IM is judged by interviewers, and ultimately, how IM impacts interview outcomes. Lastly, this symposium not only confirms existing empirical evidence about the weak

OB

MOC

CM

New Frontiers in Teamwork: The Power and Potential of Studying Invisible Structures in Teams (session 1397)

The purpose of this symposium is to promote research that represents the new frontiers of teamwork. Specifically, we bring together research that examines “invisible” structural elements in teams, with the aim of starting a dialogue about how to study these structures. Structures may be invisible because they are extremely novel and therefore uncommon, or because we currently lack frameworks to “see” them. We hope that by bringing together cutting edge team research on topics such as Temporal Brokerage, Team-Level Algorithmic Control, Hierarchical Flexing, and Collective Emotion Culture Crafting, we can 1) establish a need for “seeing” invisible structures, 2) encourage the study of novel structural phenomena, and 3) reinvigorate the broader full-cycle OB research paradigm.

A Network Perspective on Temporal Dispersion in Global Teams

Sujin Jang; INSEAD

Julija Mell; Rotterdam School of Management, Erasmus U.

Sen Chai; ESSEC Business School

Group-Level Responses to Algorithmic Management Systems in Distributed, High-Skill Work Settings

relationships between deceptive IM tactics and interview performance, but also provides new insights about potential moderators impacting the effectiveness of applicants' attempts to deceive interviewers.

Asynchronous

INTERNATIONAL

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Katharina Lix; Engineering Dept., Stanford U.
Melissa Valentine; Stanford U.

Team Hierarchical Flexing: How Start-Up Teams Create Fluid Intra-Team Hierarchies

Lindred L. Greer; U. of Michigan, Ross School of Business

Nicole Abi-Esber; Stanford GSB

Charles Chu; Stanford GSB

Building an Affective Team: An Experimental Intervention for Crafting Explicit Emotion Culture

Elizabeth Baily Wolf; INSEAD

Jacob Levitt; The Wharton School, U. of Pennsylvania

Sigal Barsade; The Wharton School, U. of Pennsylvania

Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Non-Traditional Work Arrangements (session 1387)

Healing on the Sabbath: The Battle for Time in Digital Medical Labor Markets (WITHDRAWN)

Author: Lan Wang; U. of Science and Technology of China

Crowdsourcing is an emerging technologically enabled work that aims to allocate available manpower by allowing people to voluntarily answer open calls anytime anywhere. Less studied, however, is the potential temporal tension between crowdsourcing platforms and traditional organizations in utilizing full-time employees' time resource. This research investigates full-time employees' experiences of time conflict in offline workplace caused by crowdsourcing. Drawing on social exchange theory, I theorize that crowd workers' compassion facilitates prosocial meaning of utilizing their expertise when facing time conflict, and such compassion interacts with their employers' boundary control to impact their use of time. Based on a quantitative study of 3,196 online doctors working in 1,859 hospitals who finished

OB

Power and Politics (session 1386)

Aliens on Board: The Effect of Intergroup Contact on Political Ideology at NASA

Author: Thomas John Fewer; PhD Candidate, Drexel U.

Author: Murat Tarakci; Erasmus U.

Organizations are major social settings in which interactions between individuals with differences in political ideologies take place. Does interacting with outgroups shape individuals' political ideologies? To answer this question, we draw from the contact hypothesis, which argues that intergroup contact leads to favorable intergroup attitudes. We go one step further and hypothesize that intergroup contact influences individuals' political ideologies. We test our theory in NASA's manned space missions from 1967-2019, which offer a unique, confined, and isolated setting to examine the effects of intergroup contact. Our findings support the notion that positive intergroup contact leads to a shift towards a liberal political ideology.

approximately 2.25 million Q&A tasks in a Chinese online health Q&A platform across half a year and illustrations from a preliminary study with approximately 240-hour observation and 43 semi-structured interviews, the results significantly support these hypotheses. Overall, these findings offer insight into the evolving challenges that traditional organizations face in dealing with the transformation of work from traditional work to the new world of work caused by the digital revolution.

[view paper \(if available\)](#)

Development and Validation of a Scale to Measure Cognitive Demands of Flexible Work Organization

Author: **Roman Prem**; U. of Graz, Austria

Author: **Bettina Kubicek**; U. of Graz, Austria

Author: **Lars Uhlig**; U. of Graz, Austria

Author: **Vera Baumgartner**; U. of Vienna

Author: **Christian Korunka**; U. of Vienna

With globalization, digitalization, and the spread of information and communication technologies, rules regulating work have been softened or completely abolished. As a consequence, employees face additional cognitive demands to plan, structure, and coordinate their work. In order to capture these demands of contemporary work, we constructed and validated the Cognitive Demands of Flexible Work (CODE) scale. The scale comprises four subscales (i.e., structuring of work tasks, planning of working times, planning of working places, and coordinating with others). We validated the scale in three independent samples (N = 1129) in both English and German. Confirmatory Factor Analyses supported the four-factor structure as well as the metric invariance of the different language versions. Moreover, the subscales showed convergent validity with related constructs such as requirements for problem solving or autonomy. Criterion validity for emotional exhaustion, engagement, and problem-solving pondering suggests that cognitive demands of flexible work organizations can be construed as challenge stressors. However, relationships with emotional exhaustion only showed when autonomy was controlled for. Overall, the CODE scale was shown to be a reliable and valid instrument to measure cognitive demands of flexibly organized work.

[view paper \(if available\)](#)

Multi-Level Considerations in Executive Organizational Transfer

Author: **Kip Kiefer**; Rollins College

Author: **John A. Martin**; Wright State U.

Although the domain of executive mobility has received considerable scholarly attention, researchers have paid comparatively less attention to the drivers and outcomes of executive mobility, despite anecdotal evidence that board members, employees, shareholders, customers, suppliers, communities, and pundits all closely track and critically assess the movement of executives. Cognizant of the disconnect between the perceived importance of executives by stakeholders and the relative lack of explanatory executive mobility frameworks, this paper takes important steps to identify and define the challenges associated with executive organizational transfer (EOT). Our multi-level analysis of EOT enhances and extends human-capital theory by building an explanatory model of how stakeholders' beliefs about the transferability of individual-level and firm-level reputation, attractiveness, and power impact the inter-organizational movement of executives. Critical to this process is the moderating effect of political skill, which executives can employ to manage the complex web of stakeholder relationships. Our framework offers a much-needed integration of the varied mechanisms that influence successful or unsuccessful EOT and offers a roadmap for future research.

[view paper \(if available\)](#)

To and Fro: The Costs and Benefits of Power Fluctuation Throughout the Day

Author: **Tyler Sabey**; Texas A&M U.

Author: **Jessica Beth Rodell**; U. of Georgia

Author: **Fadel Khalil Matta**; U. of Georgia

Power is a ubiquitous element of organizational relationships. Historically in the organizational and social sciences, power has most commonly been evaluated statically. While this approach has been

view paper (if available)

A Conceptual Analysis of Social and Self-Centered Obligations Resulting from Idiosyncratic Deals

Author: **Franziska M. Renz**; U. of Texas at El Paso

Idiosyncratic deals (i.e., i-deals) theory was founded on social exchange theory which remains the predominant theoretical basis to explain the associations of i-deals. Yet, conflicting and inconclusive research findings demand scholars to broaden their sight and explore alternative theoretical foundations to move i-deals research forward. In this study, i-deals are conceptually examined through the lens of psychological ownership theory. A basic assumption of i-deals theory is challenged – i.e., organizations benefit from the employee who has received an i-deal (i.e., i-dealer). Scholars' established perspective of i-deals as creators of social obligations is questioned and redirected towards a perspective of i-deals as creators of self-centered obligations. Self-centered and social obligations interact and are moderated by relative i-deals. Organizational citizenship behavior, psychological ownership, territoriality, and overconfidence are discussed as desired and undesired outcomes of i-deals originating from the i-dealer. Future research opportunities are presented at the end.

view paper (if available)

Exploring Types of Telecommuters: A Latent Class Analysis Approach

Author: **Arne Vanderstucken**; The Open U., Netherlands

Author: **Irina Nikolova**; U. of East Anglia

Author: **Jeroen De Jong**; The Open U., Netherlands

Author: **Monique Ramioul**; KU Leuven

In the current study we explore how different reasons for telecommuting tend to co-occur within an individual, i.e., which types of telecommuters exist. A Latent Class Analysis uncovered three distinct types: the job requirement class (telecommuting because one has to), the efficiency class (telecommuting to cope with deadlines and pressure) and the work-life balance class (telecommuting to have a healthy balance between

beneficial thus far, it may be inconsistent with the realities that most individuals face in organizations. Rather, we suggest that individuals' sense of power changes, even within a given day. Thus, we introduce the concept of power fluctuation to better explain the phenomenon that one's sense of power varies over time. We position power fluctuation as a form of micro-role transition and draw from the social distance theory of power to posit that such fluctuation throughout the day has both positive and negative consequences. Specifically, we suggest that daily power fluctuation increases perspective taking and contribution to team performance, but those benefits come at an emotional cost (i.e., frustration and emotional exhaustion). The results of our multilevel experience sampling study of 845 matched-responses from 103 employee-coworker dyads largely support our predictions of the manifestation and consequences of power fluctuation. The implications of power fluctuation for theory and practice are discussed.

view paper (if available)

How and When Leader-Member Exchange Leads to Followers' Deviant Behaviors: A Power Perspective

Author: **Weipeng Lin**; Nankai U.

Author: **Jingjing Ma**; Hong Kong U. of Science and Technology

Author: **BAOYI FENG**; -

Author: **Xiao Jun Zhan**; professor at J.X. U. Finance & U.

Although leader-member exchange (LMX) has been widely studied, little is known about its potential effects on employees' deviant behaviors. Drawing on the power perspective, we develop a multi-level moderated mediation model to examine how and when LMX might affect employees' destructive and constructive deviance behaviors within a team context. Using a sample of 467 employees working in 115 teams from 9 companies, we found that a team member's within-group relative LMX (RLMX) was positively related to his/her psychological power. Psychological power, in turn, had a positive relation with destructive deviance for employees with low moral identity and employees under low levels of team monitoring. This relation did not emerge for employees under high levels of team

work and family/leisure). Follow-up analyses showed that employees belonging to the same class also tend to share a certain context (in terms of job characteristics such as speed of work and autonomy). Furthermore, the telecommuting motive classes predicted outcomes six months later: whereas employees in the job requirement class didn't experience any outcomes, employees in the efficiency class reported more vigor and less emotional exhaustion, and employees in the work-life balance class reported more vigor, less emotional exhaustion and more job satisfaction. Implications for theory and practice are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

monitoring. Moreover, for employees with high moral identity, psychological power was negatively related to destructive deviance but positively related to constructive deviance. We discuss both the theoretical and practical implications of our findings.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Resilience and Psychological Capital (session 1388)

Psychological Capital and Performance: Roles of Thought Self- Leadership, Engagement, and Feedback

Author: **Bindu Gupta**; IMT Ghaziabad

Author: **Rakesh Singh**; Institute of Management Technology, Ghaziabad, India

Author: **Sandeep Puri**; Asian Institute of Management

Author: **Pankaj Rawat**; Maruti

The purpose of this study is to examine the effect of sales employee's psychological capital (PsyCap) on performance through the interplay of work engagement and performance feedback. It also advances the agenda of examining thought self-leadership (TSL) as an antecedent of PsyCap. A hypothesized model was tested using survey data collected from salespeople from different industries in India. A structural equation model was used to test the hypotheses. The results demonstrate that TSL drives PsyCap in salespeople. The results also suggest an interesting interplay between a salesperson's PsyCap and his/her sales performance through work engagement as a mediator for PsyCap

OB

Self-Regulation and Proactive Behavior (session 1384)

From 'Adaptor' to 'Aggrieved': Examining Physical Workspace Transitions as a Self-Regulatory Process

Author: **Sarah Bankins**; Macquarie U.

Author: **Maria Tomprou**; Carnegie Mellon U.

Physical workspaces are increasingly dynamic, requiring employees to adapt to newer, more open, and more flexible physical environments. While there is significant research on the relationship between physical workspace and aspects of employees' working lives, such as their interactions, performance, and satisfaction, we still know little about the factors shaping individuals' experiences of workspace changes. We utilize self-regulation theory to examine daily adjustment processes and the behavioral and cognitive responses individuals employ throughout a workspace adjustment. We do so by conducting a longitudinal mixed method field study, situated within an organization space change. It comprised a seven-day diary study during the change, plus pre-move and post-move surveys, complemented by two waves of in-depth interviews with employees before and after the transition.

and sales performance. The results for the moderating effect of positive and negative feedback on the effect of PsyCap on work engagement were not significant. The research suggests that a salesperson's PsyCap relates positively to sales performance through work engagement. It also suggests that TSL strategies strengthen the salesperson's PsyCap. The results suggest that organizations should invest in training to enhance TSL which will lead to enhanced performance through effective personal resources such as PsyCap. The results of the study enrich the extant information on PsyCap and sales performance linkages by suggesting mediation mechanisms and proposing an integrated framework with work engagement

[view paper \(if available\)](#)

The Contagion Effect of PsyCap: A Review and Future Directions

Author: **V Venkatanagarajan**; Department of management studies, Indian Institute of Technology Madras

Author: **T J Kamalanabhan**; Department of management studies, Indian Institute of Technology Madras

The idea of psychological capital spreading and becoming contagious has garnered a great deal of curiosity from scholars and practitioners alike. Yet, the exact nature of PsyCap contagion, and when and how it operates upward, downward, and laterally are far from clear. This paper presents a systematic review of the extant literature on PsyCap's contagion effects with the twin-goal of clarifying the state of knowledge in the field and outlining an agenda for future research. Drawing broadly from the intersection of positive organizational behavior and contagion literatures, we propose a definition of PsyCap contagion and call for scholars to identify the underlying mechanisms through which PsyCap spreads and explore possible factors that may promote or hinder its contagion effects at multiple levels of analysis. We conclude by offering a roadmap for researchers to further the advancement of the field.

[view paper \(if available\)](#)

Quantitative findings showed daily adjustment efforts (identity marking) positively related to daily goal progress and work engagement, but daily job crafting was negatively related to these outcomes. However, both forms of adjustment efforts (marking and crafting) positively related to overall feelings of effective space adaptation two months post-move. Interview findings further unpack these results, highlighting the dynamism, but also potentially depleting nature, of self-regulatory processes during a space change. By generating a typology outlining categories of adaptation, we highlight the varied ways in which employees adapt or resist a workspace change and the factors that lead some employees to spatially adjust better than others. Research and practical implications are discussed.

[view paper \(if available\)](#)

The Role of Mindfulness in the Enactment of Disruptive Impulses at Work

Author: **Konrad Senf**; andré media group

Author: **Erik Dietl**; Loughborough U.

Mindfulness captures two key components of self-awareness that are relevant to self-control. Present-moment attention is necessary to detect discrepancies between higher-order goals and the present moment in order to deal with disruptive impulses. When awareness of disruptive impulses leads to negative cognition, non-judgmental acceptance may help reduce negative effects by diminishing the need to engage in emotion regulation, thus supporting the continued focus of one's attention on a given task. Considering the severe consequences of self-control failure at work, we examined whether both facets of mindfulness relate negatively to the enactment of disruptive impulses (i.e., impulses that interfere with one's higher-order goals). In an experience-sampling study assessing multiple episodes of disruptive impulses per day over two workweeks, we found that both mindfulness facets negatively predicted the enactment of disruptive impulses. Moreover, non-judgmental acceptance buffered the relationship between strong perceptions of disruptive urges and their enactment. Our findings contribute to the understanding of the relationship between mindfulness and self-control at the workplace.

Individual and Team Resilience: An Integrated Perspective

Author: **Adam J. Vanhove**; James Madison U.

Author: **Chelsea LeNoble**; Embry Riddle Aeronautical U.

Author: **David Fisher**; U. of Tulsa

The topic of resilience has attracted much attention in the organizational sciences as applied to both individual- and team-level functioning. However, these two major foci of interest in relation to resilience (individual and team) have been largely examined in separate streams of literature. This undue separation is problematic, as such an approach fails to address the inherent interrelatedness of resilience at both levels. Furthermore, to the extent that the literatures on individual and team resilience continue to accumulate in isolation, opportunities and efforts aimed at reconciling these separate perspectives may become increasingly scarce and challenging. To rectify this, we aim to integrate theory from the individual and team resilience literatures to promote a more holistic treatment of the construct. We first present a common framework for conceptualizing resilience at both the individual and team levels. This is followed by consideration of the interrelation between individual and team resilience, which we characterize in terms of cross-level effects. Ultimately, the integrated perspective that we describe advances the resilience literature by offering insight towards resolving fundamental theoretical issues that have long plagued the separate individual and team resilience literatures.

view paper (if available)

Fostering Employee Resilience: Influences of Job Demands, Learning, and Irritation

Author: **Arian Kunzelmann**; Johannes Gutenberg U. Mainz

Author: **Thomas Rigotti**; Johannes Gutenberg-U. Mainz

Author: **Monique Crane**; Macquarie U.

This paper investigates the relationship of challenge

view paper (if available)

Why Taking Charge Needs More Inclusive Relationships

Author: **Amjad Younas**; U.of Science and Technology Beijing, Donlinks School of Economics and Management

Author: **Daoping Wang**; U.of Science and Technology Beijing, Donlinks School of Economics and Management

Author: **Basharat Javed**; NAMAL College Mianwali

Based on the tenet of social cognitive theory current research investigated the effect of relational mode of leadership (i.e., inclusive leadership (IL)) on taking charge with mediating role of creative self-efficacy (CSE) and moderating role of domain-relevant skills (DRS). Data were collected using separate sources (supervisor- subordinate dyads) from 301 employees of 123 work teams working in different small and medium size enterprises (SMEs) in Pakistan. Using structural equation modeling the results revealed the positive relationship between IL and taking charge and CSE was found as significant mediator in this relationship. The results further confirmed that DRS moderated the relationships between IL-taking charge, IL-CSE, and the indirect effect of IL on taking charge via CSE. Implications for research and practice are also discussed.

view paper (if available)

It's a Matter of (the Right) Fit: The Effects of Leader-Follower Complementary Fit

Author: **Juliana Arcoverde Mansur Kopp**; FGV EBAPE

Author: **Filipe Sobral**; EBAPE/FGV

Author: **Urszula Gabriela Lagowska**; NEOMA Business School

Based on the complementary fit research on person-environment (P-E) fit, the present study relies on the idea that leadership is an environmental supply that followers use to satisfy their psychological needs. Specifically, we examine follower regulatory focus as an expression of

stressors (i.e., time pressure, job complexity) on employee resilience. Specifically, this paper provides insights into potential explanatory mechanisms (i.e., learning, cognitive irritation) for how challenge stressors influence resilience. A two-wave time-lagged design was applied to examine the influences of challenge stressors and explanatory mechanisms on employee resilience after 2 months. Data from 385 participants (48.6 % male) were used for analysis with a Bayesian structural equation model. Results indicate that time pressure and job complexity are negatively related to employee resilience via cognitive irritation. In contrast, a positive indirect effect of job complexity and resilience via learning was found. Neither time pressure nor job complexity showed an overall total effect on employee resilience 2 months later. This paper contributes to existing occupational resilience and stress research by highlighting underlying mechanisms that explain relationships of stressors on employee resilience. Moreover, the results help us to gain a deeper understanding of which factors foster or drain employee resilience.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

followers' psychological needs and assess leaders' behaviors (paternalistic vs. empowering leadership) as environmental supplies to investigate the effects of person-supervisor fit effects on followers' psychological states, in-role performance, and creativity. Consistent with our predictions, the results from three experimental studies (including two business simulations) suggest that paternalistic leadership fulfills the needs of prevention-focused followers, whereas empowering leadership fulfills the needs of promotion-focused followers. Further, we find the effects of complementary fit are directly related to psychological safety and performance outcomes, being mediated by the former. Moreover, we show that the effects of complementary fit on follower outcomes cannot be explained by leader-follower regulatory fit.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

CM

Shame at Work: Multiple Conceptualizations of Shame and its Impact on Individual Outcomes (session 1393)

The role of shame in organizations is an increasingly interesting topic of study for scholars with high relevance to practitioners. Commonly defined as the feeling associated with self-criticism following failure, shame is likely a pervasive emotion in organizational environments. This is important because research suggests that shame relates to a number of outcomes - both adaptive and maladaptive - that relate to organizational life. Despite this, the study of shame in organizations is still in its infancy and a number of questions remain unanswered. We present four papers that each represent different contemporary approaches to

OB

The Management of Identity-Based Conflicts: New Directions in Justice Research (session 1392)

This symposium explores a recently intensifying phenomenon of how actors manage their public identities in the #MeToo era - an era that highlights the tensions among those seeking distributive justice, due process, accountability, and endorsing psychological safety. We explore this phenomena through the lens of organizational justice, thereby broadening its application and relevance by raising new research questions and domains of study. In particular, we explore how one's social identity shapes the aftermath of organizational conflicts, including how harshly (and why) actors' actions may be judged and whether actors may (or may not) be forgiven, redeemed, and reintegrated. Three papers speak to these topics. Most of the symposium will

studying shame. For example, across these papers we conceptualize shame as an element of organizational culture, an individual difference, and as a felt emotion resulting from one's own behavior (direct shame) as well as from the behavior of someone else (vicarious shame). In addition, two of the papers seek to add clarity to the shame construct, specifically by developing a new measure and by differentially testing dimensions of an existing measure. Finally, these papers address both the antecedents to, and outcomes of, shame. Taken together, we believe that this session presents a well-rounded view of the state of shame research and will hopefully foster rich discussion on the role of shame in organizations.

Shame Predicts Success: When and Why Shame Proneness Relates Positively to Job Performance

Rebecca Schaumberg; The Wharton School, U. of Pennsylvania

Koji Chavez; Indiana U.

To Accept One's Flaws or to Change Them: Shame Motivates First Steps Towards Self-Change

Kostadin Kushlev; Georgetown U.

Jason Proulx; Simon Fraser U.

Brian Lickel; U. of Massachusetts Amherst

Toni Schmader; U. of British Columbia

"I am Ashamed of You!" Examining the Impact of Follower Unethical Behavior on Leader Outcomes

Rui Zhong; Sauder School of Business, U. of British Columbia

Michael Daniels; U. of British Columbia

Sandra Robinson; U. of British Columbia

Organizational Affective Cultures of Shame & Guilt: A Scale Development

Giselle Elaine Antoine; U. of Washington, Seattle

Michael Johnson; U. of Washington

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Time and Work Outcomes (session 1380)

be devoted to interactive discussions of each paper, then interactive discussion of the broad themes, questions, and challenges.

Forgiveness in the Workplace: An Identity-Based Perspective

Michael E. Palanski; Rochester Institute of Technology

Laurie Barclay; Wilfrid Laurier U.

Nicholas Difonzo; Rochester Institute of Technology

The Effect of Mindsets and Ex-Offenders' Redemptive Narratives on Managers' Willingness to Hire

Eunjeong Shin; Washington State U.

Easier Lie the Heads: Evidence of a Gender Vilification Gap in Appraisals of Employee Misbehavior

Chuck Howard; U. of British Columbia

Ramona Bobocel; U. of Waterloo

Samir Nurmohamed; The Wharton School, U. of Pennsylvania

Karl Aquino; U. of British Columbia

Maja Graso; U. of Otago

Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Trust in Organizations (session 1382)

Creativity and the Alignment between Chronotype and Time of Day (WITHDRAWN)

Author: **Jana Kühnel**; U. of Vienna

Author: **Ronald Bledow**; Singapore Management U.

Author: **Markus Kiefer**; Ulm U.

We examine the influence of chronobiological processes on creativity, specifically the influence of a person's chronotype. Chronotype refers to the setting of a person's biological clock that gives rise to a distinctive pattern of sleep habits and preferred diurnal activity. We propose a synchrony effect and predict that people display peaks in creativity during a work day when the external clock is aligned with their internal, biological clock. According to our model, positive mood and creative self-efficacy act as affective and cognitive mechanisms of this synchrony effect. We present a one-day experience sampling study with 339 employees to test our theorizing. In support of our hypothesis, we find peaks in creativity when employees' biological clocks and the time of day were 'in sync'. Early chronotypes showed peaks in creativity in the morning, while late chronotypes showed peaks in creativity in the late afternoon. The study further demonstrates that positive mood and creative self-efficacy are parallel mediators of the synchrony effect. We discuss the theoretical and practical implications of these findings against the background of an embodied cognition perspective on creativity.

[view paper \(if available\)](#)

Fast or Slow: How Temporal Work Design Shapes Time Perception and Job Performance

Author: **Helen Hailin Zhao**; U. of hong kong

Author: **Hong Deng**; Durham U. Business School

Author: **Rocky Chen**; Hong Kong Baptist U.

Author: **Wei Zhang**; U. of hong kong

Time perception, the extent to which employees perceive the passage of time as being fast or slow, is a fundamental aspect of workers' job experience that has been overlooked in work design theory. We identify two novel work characteristics that can speed up employees' time perception: low temporal expectancy and high time segmentation. Low

The Other Side of Being Trusted: Joint Effects of Cognitive and Affective Trust on Work Performance

Author: **Jeeyoung Kim**; Ewha Womans U.

Author: **Myung-Ho Chung**; Ewha Womans U.

This paper examines the effect of being trusted (i.e., trustee's, not trustor's perspective) on individual task- and proactive performance. In particular, we develop a theory of trust networks, which refers to the whole sum of trust relationships around an individual (trustee). Beyond dyadic-level trust relationships, we shed a new light on individuals' centrality in two dimensions of trust networks, cognitive-trust centrality (CT) and affective-trust centrality (AT), and examine the joint effects of the two types of trust centrality on employee performance. Drawing on social network theory and conservation of resources (COR) theory, we argue that a central position in trust networks is a double-edged sword for individual performance. Using two-wave survey data from 122 employees in Korea, we found the differential positive effects of trust centrality, which means that different performances require different trusts. Further, we also found the joint effects of two trust relationships. Specifically, individual performance is higher when two types of trust centrality are incongruent (high CT-low AT or low CT-high AT) than when two types of trust centrality are congruent (high CT-high AT or low CT-low AT). We discuss the theoretical and practical implications of these findings.

[view paper \(if available\)](#)

Partners and Strangers: How the CEO Deals with the Tension Between Trust and Control in the TMT

Author: **German Cespedes**; IPADE Business School

Author: **Monica Franco**; Cranfield School of Management

Author: **Patrick Reinmoeller**; IMD

Author: **Julian Sánchez**; IPADE Business School

By interviewing 50 members of the Top Management Teams (TMT) of six top Mexican corporations, we explore how the CEO balances the relationship between control and trust. The

temporal expectancy means the job is organized such that employees do not need to wait for something to happen in the uncertain near future. High time segmentation occurs when a large chunk of work time is divided into shorter time segments. These work characteristics divert employees' attention away from thinking about time, such that time seems to pass more quickly and employees can focus and perform more effectively. We tested this theory in three studies. First, in a serendipitous field study (N=221), we showed that these work characteristics exist and shape time perceptions as hypothesized. Second, in two laboratory experiments, (N = 116 and N = 112), we manipulated temporal expectancy and time segmentation, respectively, to affect employees' time perception and task performance. Third, in a time-lagged design (N=284), we showed that time perception mediates the relationships between temporal work characteristics and job performance.

view paper (if available)

Multi-Teaming: An Opportunity or a Threat for Team Creativity? A Temporal & Informational Exploration

Author: **Mayssa Rishani**; Erasmus U. Rotterdam

Author: **Inga Jasmin Hoever**; Erasmus U. Rotterdam

Author: **Dirk Van Dierendonck**; Rotterdam School of Management, Erasmus U.

The pervasiveness of multiple team membership in organizations that prioritize team creativity raises the important question of how multi-teaming affects creativity? Unfortunately, prior research on multi-teaming and creativity is limited to a few studies at the individual level. Knowing that the benefits and costs of multi-teaming are not homologous across levels of analysis, we address this question at the team level. We specifically examine key temporal (i.e., time pressure) and informational (i.e., information acquisition from other teams) mechanisms that underlie this relationship. We posit that the effect of multi-teaming on team creativity via time pressure is contingent on focal team synchronicity, and via information acquisition is contingent on focal team information usefulness. Our findings uncover a negative indirect effect of multi-teaming on team creativity via time pressure

complement-substitution tension is jointly affected by "what" forms of control are applied in conjunction with "how" those forms are applied. We explore the potential choices that a CEO leader face to solve this tension: how to reach a final decision (outcome control), how to facilitate a discussion (a form of process control), and how to structure a debate (process design).

view paper (if available)

Trust Consensus Within Culturally-Diverse Teams: A Multi-Study Investigation

Author: **Bart De Jong**; Australian Catholic U.

Author: **Nicole Gillespie**; U. of Queensland

Author: **Carol Gill**; Melbourne Business School

Author: **Ian O. Williamson**; Victoria U. of Wellington

Despite tremendous progress towards understanding trust within teams, research has predominately conceptualized team trust as a shared group construct, focusing almost exclusively on trust magnitude (i.e., mean level of trust) while ignoring trust dispersion (i.e., within-team differences in trust). Furthermore, the emerging literature on trust dispersion has mostly treated it as a construct of secondary importance, by focusing on its role as a moderator of trust magnitude. As a result, we know little about this critical property of team trust, its determinants, and independent impact on team outcomes (beyond trust magnitude). We address this limitation by examining 'team trust consensus' – a configural group construct capturing the extent to which team members share their levels of trust in the team – as a variable of theoretical and empirical interest in its own right. Cross-sectional data from a multi-organizational team sample (Study 1, N = 120) provide initial support for our propositions that national culture diversity negatively impacts trust consensus, and that trust consensus positively impacts team performance. Expanding on these findings, we propose a contingency model in which the negative impact of national culture diversity is mitigated by team virtuality and collective leadership. Multi-wave data from an MBA team sample (Study 2, N = 95) offer support for these propositions and replicate the positive direct effect of trust consensus on team performance. Our

when the team communicates mostly in a synchronous manner. The informational path proved to be more complex. Though multi-teaming promoted information acquisition, this information resource did not facilitate team creativity when information usefulness is high. However, exploratory analyses revealed distinct effects on creative outcome novelty and usefulness. Our theoretical model was tested using time-lagged surveys in a sample of 92 teams based on 509 students in a university in the Netherlands.

[view paper \(if available\)](#)

The Role of Time in Time Pressure: Dual Pathways Between Time Pressure and Engagement

Author: **Xinxin Lu**; U. of Illinois at Chicago

Author: **Donald H. Kluemper**; U. of Illinois at Chicago

The study of time pressure in organizations has yielded inconsistent findings in the extant literature. We posit that these seemingly inconsistent results can be understood through dual mediating mechanisms and by accounting for different temporal dynamics. Integrating the transactional model of stress with temporal theory, the present research seeks to explore the short-term nature of dual cognitive and emotional mechanisms underlying the time pressure-engagement relationship. In a diary study (N=192, 5 consecutive days), LGM results indicated that at the episodic level, challenge stress appraisal and anxiety sequentially and positively mediate the effect of time pressure on work engagement, while hindrance appraisal and hope negatively mediate the effect of time pressure in sequence. In contrast, at the chronic level, challenge appraisal and hope in sequence positively mediate the effect of time pressure on work engagement, while hindrance appraisal and anxiety negatively mediate the effect of sequentially. This research provides evidence that time pressure simultaneously exerts challenge and hindering effects and sheds light on key temporal boundaries of the transactional model of stress.

[view paper \(if available\)](#)

findings establish trust consensus as an important predictor of team performance, and provide unique insight into its antecedent factors and their joint influence in shaping trust consensus in teams.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

MOC

Understanding and Resolving Creative Tensions (session 1396)

Differential Tensions of Creative Leadership Across Contexts

Charalampos Mainemelis; ALBA Graduate Business School

Stay Away, it's Mine! Low Status Managers' Territoriality as a Response to Employee Creativity

Vijaya Venkataramani; U. of Maryland
Rellie Rachel Derfler; U. of Maryland
Xin Liu; Renmin U. of China
Jih-Yu Mao; Southwestern U. of Finance and Economics

Cultural Ambassadors: How Team Members' Multicultural Mindsets Shape Creativity

Christina Shalley; Georgia Institute of Technology
Pier Vittorio Mannucci; London Business School

Making Creative Contributions Requires Both Flexible and Systematic Thinking

Bernard A. Nijstad; U. of Groningen

Creativity and Standardization: Tensions and Complementarity

Robert Litchfield; Washington and Jefferson College
Lucy L. Gilson; U. of Connecticut
Yuna Lee; Columbia U.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Virtuous Leadership Behavior (session 1381)

The Double-Edged Sword of Serving: Servant Leadership, Motivational Climate, and Small Firm Performance

Author: Therese Egeland Sverdrup; NHH Norwegian School of Economics

Author: Alexander Madsen Sandvik; NHH Norwegian School of Economics

Author: Vidar Schei; NHH Norwegian School of Economics

Author: Claudia Buengeler; Kiel U.

Servant leadership has been linked to a large number of organizational outcomes. However, little is known about the mechanisms that explain the servant leadership-outcomes relationship. This study examines whether perceived motivational climate explains the link between servant leadership and small firm performance. Perceived motivational climate has two components: a mastery climate, in which cooperation, development, and effort are rewarded, and a performance climate, in which competition and rivalry are rewarded. Given servant leadership's focus on learning and growth, we hypothesized that servant leadership would stimulate a mastery climate and hinder a performance climate. We tested these assertions in a multi-source, time-lagged study of 120 small accountancy firms. The results show that servant leadership was positively related to mastery climate, which in turn was positively related to firm-level helping behavior. Servant leadership was negatively related to performance climate, which in turn was positively related to financial performance. Thus, servant leadership comes as a double-edged sword; it positively relates to a mastery climate and thereby stimulates firm-level helping behavior but negatively relates to financial performance through suppressing a performance climate.

[view paper \(if available\)](#)

Examination of Employee Motivation in Public Organizations

Designated as a "Best Paper" for OB

Author: **Mohammed Laid Ouakouak**; Gulf U. of Science and Technology

Author: **Michel Zaitouni**; Gulf U. for Science and Technology

Author: **Bindu Arya**; U. of Missouri, St. Louis

Motivation constitutes a central topic for business management, because of its critical impact on job performance. Therefore, understanding the dynamic mechanisms that organizations can use to promote and maintain employee motivation is of great interest for both scholars and practitioners. This study accordingly investigates how ethical and emotional forms of leadership might influence employee motivation and thus job performance. A survey-based study includes 607 employees working at public organizations, and the results of the structural equation modeling procedure indicate that both ethical and emotional leadership enhance employee motivation. In turn, employee motivation has a positive impact on job performance. The results also show that job performance exerts a negative effect on quitting intentions. Finally, interest in the private sector moderates the job performance–quitting intentions relationship. These findings provide theoretical contributions to extant literature, as well as important practical implications for managers.

[view paper \(if available\)](#)

Moral Self-Reflection and Leaders' Virtuous Behaviors (WITHDRAWN)

Author: **Mengying Xie**; Rutgers U., Newark

Author: **Danni Wang**; Rutgers Business School

Self-reflection, defined as the extent to which a person inspects and evaluates his/her thoughts, feelings, and behaviors, has been considered as part of self-consciousness in philosophy and the psychological self-regulation literature. We seek to extend the knowledge on self-reflection and behavioral ethics by adding an explicit moral component to self-reflection and by examining its effect on the leaders' virtuous behavior. Building on the conceptions of moral self-reflection in Confucian

and Western psychological research, we propose that moral self-reflection consists of self-introspection on the morality of intentions, habits, and the adherence to community norms. We further propose that moral self-reflection increases the leaders' humble behaviors and ethical leadership but inhibits abusive supervision by providing other-oriented cognition (leader other-benefiting accountability). We use a mixed design of qualitative and quantitative studies for testing the theoretical model, which consists of 1) professional and manager interviews to generate items of moral self-reflection, 2) exploratory and confirmatory factor analyses to validate the moral self-reflection measure, and 3) a field study of managers and their subordinates.

view paper (if available)

Interactional Justice and Cognitive Rumination Explain Effects of Empowering Leadership on Home Life

Author: **Minseo Kim**; Griffith U., Brisbane, Australia

Author: **Terry A Beehr**; Central Michigan U.

Author: **Arpana Rai**; Indian Institute of Management, Udaipur

The present study examines a serial mediation model based on resources theories, in which empowering leadership predicts the nature of work-home interfaces via organizational justice and work rumination. The study's examination of work rumination extends prior research on work-home interfaces and allows for testing the potential effects of organizational resources (i.e., empowering leadership and organizational justice) on non-work life. Two waves of data with a one-month interval were obtained from 195 full-time Korean employees. Structural equation modeling assessed mediation first by two forms of organizational justice (interpersonal and informational) and then by two forms of work rumination (positive and negative). The results generally supported the mediation model, showing that empowering leaders helped subordinates' work-home enrichment, because they enhanced feelings of both interpersonal and informational justice, resulting in positive work rumination about their work experiences. Empowering leaders also helped reduce subordinates' work-home conflict through

OB

Workplace Positivity: Creating, Taking in, and Maintaining the Good (session 1391)

This panel symposium focuses on discussing theoretical and empirical questions that will help broaden our sight of, and deepen our insights into, constructs, phenomena, and processes involved in workplace positivity. Specifically, the focus of this panel discussion will be on how to create, take in, and sustain positivity at work each and every day. A group of experts will discuss 1) established and new key constructs in the area of workplace positivity, 2) established and new theoretical frameworks for the study of workplace positivity, 3) important unanswered research questions in the context of workplace positivity, and 4) opportunities and roadblocks in the study of workplace positivity.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

enhancing feelings of informational justice, which made employees ruminate less about negative aspects of work during off-job time. Testing alternative models that added more direct paths did not improve model fit. Overall, the study contributed to understanding the underlying mechanisms explaining the effect of empowering leadership on work-home spillover.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

OCIS

Management of IS in the 21st Century (session 1400)

Decoding Digital Transformational Outsourcing: Role of Service Providers' Capabilities

Author: **SUDIPTO MAZUMDER**; Indian Institute of Management, Indore

Author: **Swapnil Garg**; Indian Institute of Management, Indore

The shift in value creation activities from the client to the service provider and pervasive digital penetration is disrupting the Information Technology enabled Services (ITeS) outsourcing industry. In comparison to the extant traditional model, which primarily focused on operational effectiveness driven through labor arbitrage benefits, the outsourcing service providers (OSPs) now play significantly larger roles in the new Digital Transformation Outsourcing (DTO) scenario. OSPs now need a uniquely different set of capabilities to deliver the new value propositions, as they adapt to handle complete business functions on behalf of their clients and become partners in delivering integrated digital solutions with strategic business outcomes. We study twenty-six of the largest global ITeS providers taking the dynamic capability view, and we theoretically identify the important capabilities in the DTO scenario. Using fuzzy-set Qualitative Comparative Analysis (fsQCA), we explore recipes for OSP success and failure in the DTO context by analysing a novel firm capability dataset that we created using firm-level information

from industry analyst reports and databases. We find the capability recipes to vary by the narrow/broad scope of OSPs.

[view paper \(if available\)](#)

The Changing Value of Enterprise Architecture Capability Maturity

Designated as a "Best Paper" for OCIS

Author: **Andrea Carugati**; Aarhus U.

Author: **Lapo Mola**; SKEMA Business School

Author: **Joao Cunha**; -

Author: **Walter Fernandez**; U. of New South Wales

In the past two decades, enterprise architecture (EA) has become progressively more popular. However, despite increasing interest, enterprise architects still struggle to clearly demonstrate the value of their work. Indeed, the EA value frameworks described in the literature propose a static idea of value and do not consider the evolution in maturity of EA capabilities in organizations. In this article, the goal is to explore how EA value evolves with the maturity of EA capability. We do so using an in-depth case study that was conducted at GMEM, a global electronics manufacturer with multiple years of experience with EA. On the basis of the case analysis, we show that the business value of EA is multidimensional and that it changes as a concept because it changes as organizations gain more experience with EA. We develop a framework for EA business value that matches the evolution in maturity of EA capability.

[view paper \(if available\)](#)

Identity Projection for Growing Digital Venture: An In-Depth Study of a Chinese Short Video Venture

Author: **Shiyuan Liu**; Warwick Business School

Author: **Ola Henfridsson**; U. of Miami

Author: **Joe Nandhakumar**; U. of Warwick

Identity, a holistic organization definition of what they do and who they are, is pivotal to help make sense and explain actions in organizational practices. In digital venture context, identity presents unique features of continuous and rapid

change which deeply resonates with growth strategies of organization. However, the role of identity shift in facilitating digital venture growth remains relatively unexplored. We report on a longitudinal study of a Chinese short video venture called Douyin, and we focus on how four times of identity re-projecting are shaped to facilitate venturing growth in terms of user acquisition and user activation over two years. Drawing upon von Hippel and von Krogh's (2015) and Gioia et al.'s (2017) conceptualization of dynamic need-solution design pairing, we develop understanding of digital venture identity as a both purposeful and emergent process that is co-shaped by reflective and evolving innovation actors over time. Dynamically re-projected identities serve as an "elastic filter" that on one hand guides to identify and select viable growth strategies related to user acquisition (value intensity increase and user channeling) and user activation (value scope expansion and user seeding) in a patterned way, and on the other hand allows for developing corresponding dynamic capabilities to cope with a fluid and open-ended digital innovation space.

[view paper \(if available\)](#)

How Can Teaching Cases Improve IS Theory and Practice?

Author: **Janis Gogan**; Bentley U.

Teaching cases are helpful pedagogical products. Here, we propose they also support some scholars' theorizing, through their discussion. Inclusion of teaching cases in a scholar's portfolio might indicate the scholar values both discussion-based learning and discussion-based theorizing. Inclusion of the same case-specific companies and situations in the scholar's teaching cases, practitioner papers and scholarly papers might indicate that their practical and scholarly theorizing was informed by discussing teaching cases with MBA students, executives, and/or colleagues. We report on a six-case study, examining the career journeys (their work practices and outputs) of three systematically-selected double-impact management scholars (Sumantra Ghoshal, Kathleen Eisenhardt and Michael Tushman) and three systematically-selected double-impact IS scholars (Mark Keil, Jeanne Ross, and Rajiv

Sabherwal). The findings indicate that inclusion of teaching cases in one's portfolio, and discussing them with executives helps some double-impact scholars achieve efficiency of effort, impactful theorizing, and useful practitioner guidance. After discussing strengths and limitations of this exploratory multiple-case study, we call for further research to investigate whether and how teaching cases – particularly those designed to elicit both rational and emotional reader/discussant responses -- positively influence IS scholars' theorizing and impacts.

[view paper \(if available\)](#)

Who Benefits from Organizational Diversity Efforts? Evidence from Silicon Valley Firms

Author: **Prasanna Parasurama**; NYU Stern

Author: **Anindya Ghose**; NYU Stern

Author: **Panos Ipeirotis**; NYU Stern

We study the heterogeneous effects of race and gender on hiring and sourcing outcomes in the context of organizational diversity efforts. Despite the growing prominence of organizational efforts to increase workforce diversity in tech companies, how such efforts affect the outcomes of different demographic groups remains an open question. We address these questions in this study using two novel, large-scale datasets: Applicant Tracking System data from 8 Silicon Valley firms and a LinkedIn dataset containing 300 million LinkedIn profiles. We estimate the effect of applicants' race and gender on receiving a callback using a matched sample analysis based on a rich set of job and applicant controls found in applicants' resumes and LinkedIn profiles. We further develop and train a text-mining model to control for applicants' high-dimensional skills and competencies. We find that women are 7-10% more likely to receive a callback compared to men, while Black, Hispanic, and Asian applicants are 6-11% less likely to receive a callback compared to White applicants. We also find that these outcome gaps do not cancel-out in the later stages, as female and White applicants are more likely to receive an interview and offer. These results highlight how diversity efforts may not categorically benefit all underrepresented minorities.

OCIS

Platform Ecosystems (session 1399)

Innovation Awareness – A Case Study about Psychological Distance to Digital Innovation Platforms

Author: **Victoria Reibenspiess**; German Graduate School of Management & Law (GGS)

Author: **Andreas Eckhardt**; German Graduate School of Management & Law (GGS)

Author: **Heinz-Theo Wagner**; German Graduate School of Management & Law (GGS)

Digital innovation platforms involve employees in the organizational innovation ecosystem and allow them to engage in the process of innovation development. Even though the incorporation of employees in the ecosystem and the associated adoption of platforms frequently fails due to differences between management's objectives and employees' point of view (i.e. lack of awareness of being responsible for creating innovation), the effect of the implementation of a new platform on employees' innovation awareness (IA) is mostly overlooked. Thus, we conducted a qualitative study within the innovation ecosystem of an IT organization to explore how psychological distance to a platform's implementation influences employees' IA. Using construal-level-theory and interview data from 54 employees we create a research model suggesting that IA can be raised by lowering different forms of distance (temporal, spatial, social, or hypothetical) towards the implementation of a new platform. Hereby, we offer a new perspective on employees' adoption of voluntary Information Systems (IS) in organizations.

[view paper \(if available\)](#)

Does Length Impact Engagement? Length Limits of Posts and Microblogging Behavior

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ODC

Identity Work and Organizational Identity Change (session 1401)

Managerial Identity Work in the Co-Consumption of Management Ideas: A Narrative Approach

Author: **Hannele M J Seeck**; Uni of Helsinki, Faculty of Social Sciences

Author: **Suvi Satama**; U. of Turku, School of Economics

Author: **Marjo-Riitta Diehl**; EBS International U.

Applying a narrative approach, this paper examines the intra- organisational consumption of management ideas through the lens of managerial identity work. Drawing on the co-consumption and managerial identity work literatures, we ask the following: how do top managers practice identity work amidst the co-consumption of new management ideas in their organisations? We conducted 35 semi- structured interviews with the top managers of four multinational corporations (MNCs) and collected archival material, including personnel magazines and annual reports of the MNCs. Based on our analysis, we formed three complementing narratives through which the top managers practised managerial identity work when consuming new management ideas, namely, stability, depreciation and disguise. Further, by examining how managers position themselves in the narratives, we expand the existing literature on co-consumption. We postulate that the personal growth stories of the top managers are entwined with the co-consumption of management ideas. Our findings have wider relevance for how we understand the role of managerial identity work in the co-consumption of management ideas, which has not been addressed in previous research. Keywords: co-consumption, managerial identity work, management ideas, narrative approach, top managers

[view paper \(if available\)](#)

Author: **Shuting Ada Wang**; City U. of New York, Baruch College

Author: **Brad Greenwood**; George Mason U.

Managers of social media platforms are increasingly competing over users in order to stimulate user generated content on their sites. In this study, we delve into one tactic of this competition which has become increasingly popular, but has received limited attention, the extension of character limits. Despite its popularity, the impact of changing these limits on user behavior is uncertain. On the one hand, increasing limits might yield more low quality and rambling posts, thereby alienating the users who favor microblogs for their streamlined and efficient content. On the other hand, increasing limits might give users the freedom they need to more effectively communicate ideas. We delve into this tension by exploiting a natural experiment, the phased rollout of length limit extensions on the Chinese microblog, Weibo. Findings from more than 7,000 users suggest, as one might expect, that extending length limits increases the average length of posts. However, results indicate that the magnitude of that effect is infinitesimal (only 2 characters). Further, results indicate that extending length limits significantly increases user engagement by enticing users into posting more actively. Finally, it appears that accessing the platform through tethered or mobile connection strongly moderates these effects; inasmuch as the observed changes to post length and volumes are only observed for PC users (versus mobile-only users). This suggests a potential risk in extending length limits by shifting the platform away from mobile-only users.

[view paper \(if available\)](#)

Boundary-Making and the Evolution of Platform Ecosystems – The Case of TripAdvisor

Author: **Cristina Alaimo**; Luiss U.

Author: **Erika Valderrama**; London School of Economics and Political Science

This paper focuses on boundary-making in platform ecosystems. We conduct a longitudinal case study of TripAdvisor (2000-2019) to investigate the mechanisms of boundary-making that the platform

Up in Smoke? Towards a Theory of Community Identity Work

Author: **Matthew C. Lyle**; U. of Colorado, Colorado Springs

Author: **Ian Walsh**; Bentley U.

Author: **Ashley Hockensmith**; U. of Massachusetts Amherst

Scholars have developed rich theories explaining how entrepreneurship spurs changes to the central and distinctive features, or identities, of geographic communities. However, less attention has been paid to the means by which entrepreneurship variably affects these identities, or why members of some communities perceive widespread changes when they are inhabited by new ventures while others remain relatively unchanged. Through a multiple case study, which included two communities in Massachusetts that played host to entrepreneurs seeking to found legal cannabis dispensaries, we developed a theory of community identity work, defined as the process through which a community's central and distinctive features are maintained or altered. Qualitative analyses of various data sources, including interviews, community meetings, observations and archival materials revealed how communities with identities rooted in history are more resistant to change than those with more tenuous ties, and that these differences will affect entrepreneurs' strategies, regional complementing and, ultimately, the degree to which new ventures become central to how members understand their communities.

[view paper \(if available\)](#)

Staying the Same: Organizational Identity Endurance as a Subjectivation Process

Author: **Geneviève Élise Renaud**; HEC Montreal

Author: **Linda Rouleau**; HEC Montreal

Until now, organizational scholarship has mainly focused on the processes of organizational identity change, while identity endurance still remains under-explored. This paper seeks to address this gap by unravelling the organizational identity

uses to orchestrate relations with its external environment. Our empirical narrative recounts the story of the many mechanisms (i.e. partnerships, acquisitions, commercial agreements, “plug-and-play” solutions) with which TripAdvisor has been able to establish, govern and grow its now rich ecosystem. The case documents the technologies used as boundary resources and examines the role of such technologies in shaping drivers and mechanisms of boundary-making. Our findings unravel the variety of boundary-making mechanisms and drivers in platform ecosystems and point to the fact that technology has a much greater role in shaping boundary-making strategy and in accelerating change in the ecosystem configurations. Drawing from a richer theoretical account of how platform organizations interact with their environment, we expand on the role of technology in boundary-making and we illustrate how it changes both drivers and mechanisms of control. Looking at the role of technology in boundary-making we argue, contributes to the understanding of platform ecosystems’ evolution.

[view paper \(if available\)](#)

Beyond Access: Reconceptualizing Digital Identification and Inclusion Through the Case of Aadhaar

Author: **Atta Addo**; Surrey Business School

Author: **PK Senyo**; Southampton Business School

India’s Aadhaar biometric identification system—the world’s largest digital identification scheme which provides unique identification to over 1.2 billion people—has become a vibrant archetype of the pursuit of inclusion through technology. However, the notion of inclusion appears to be taken for granted in various studies of Aadhaar, with little problematization of technology’s role in realizing its multiple facets. Against this backdrop, we survey conceptualizations of inclusion in the discourses on Aadhaar to understand its facets and underlying assumptions. Drawing on a literature review of studies that link the Aadhaar to inclusion, we show that the dominant discourse equates inclusion to the potential for accessing welfare provisioning, services, or other socioeconomic benefits through the instrumentality of technology. We critique this

meaning struggles that go on between organizational members on a daily basis. Drawing on Foucault’s concepts of discursive practices and subjectivity, it illustrates how particular understandings of identity become naturalized as the organization’s hegemonic self. We have conducted an ethnographic study of the Cinematheque quebecoise, an organization recognized for its enduring identity. The analysis reveals that members attempt to preserve their organization’s identity by engaging in discursive practices that have power effects on their peers’ subjectivity. Through self-victimization, recontextualization, and disciplinarization, members legitimize their behaviours in a way that is consistent with the current interpretation of the organizational identity. Such discursive practices can exert control over meaning construction, and over time, are likely to contribute to the endurance of organizational identity.

[view paper \(if available\)](#)

Understanding Inter-Organization Travail Variance during Organizational Identity Change Process

Author: **Ziyi Li**; UIBE

Author: **Yijie Min**; Guanghua School of Management, Peking U.

Author: **Wang Nanxuan**; UIBE

Although we know much about organizational identity change process, few attentions are paid to unveil why some organizations experience greater travails than others during change process. Our discussion is based on TMT abnormal turnover, as one of the major organizational travail types, after lone-founder firm’s familization announcements, which is a firm life-cycle based identity change. Under institutionalist tradition, we argue top managers’ knowledge are biased to their own industries thus top managers understand comparable familization announcements in different ways. Decided by a materiality-legitimation paradox, industry-level family firm prevalence plays an inverse-U shaped moderation effect on the relation between familization announcement and TMT turnover. Such that, the main effect would be weaker in industries where family firm prevalence is low or high; while be stronger in industries with

dominant position of inclusion as narrow, by drawing upon the body of work on social inclusion and human development. We suggest a reconceptualization of digitally enabled social inclusion that attends to higher-level processes and outcomes beyond access—such as participation, transformation, empowerment, and emancipation—and articulates technology implications beyond technical-rational instrumentality. We contribute a conceptual framework of digital inclusion that has relevance for other developing countries undergoing digital identification initiatives for inclusion.

[view paper \(if available\)](#)

Creative vs. Pragmatic Variety: On the Tradeoff between Professional and Market Logics in Platforms

Author: **Gorkem Turgut Ozer**; U. of Maryland, College Park

Author: **Sirkka Jarvenpaa**; U. of Texas at Austin

Digital multisided platforms and peer-to-peer marketplaces are increasingly attracting attention from scholars, with a significant amount of work examining the role of complementors. Yet, despite such focus, limited work has investigated the implications of complementor choices about what products to offer, particularly in platforms for creative products. In this study, we investigate the role of the tradeoff between the professional and market logics in performance, as reflected by the product offerings of designers in a platform for creative products. Leveraging a rich panel data set from a platform for creative products, Ravelry, we find that designers achieve superior performance by following the logic of the market and responding to existing consumer demand (pragmatic variety). However, by following the logic of the market, designers are more prone to diminishing returns to their product offerings as the platform grows and other designers join, compared to those who follow the logic of the profession (creative variety). That is, the logic of the profession shields designers from negative effects of crowding. Further, results indicate that the logic of the profession and that of the market conflict with each other.

medium-level family firm prevalence. Our findings contribute to organizational identity change studies by add inter-firm comparison.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OMT

Accentuate the Emotional: Effects of Scripts, Rhetoric, and Clusters on Outcomes (session 1411)

Rescripting Client Action: Emotion Work and the Boundaries of Professional Jurisdiction

Author: **Mathieu Bouchard**; CHUM Research Center, Innovation Hub

Author: **Steve Maguire**; U. of Sydney Business School

Author: **Luciano Barin Cruz**; HEC Montreal

This paper addresses a major gap in the study of professions, which is the absence of clients in research on the boundaries of professional jurisdiction. To do so, it shifts the standard analytical focus in two important ways: from inter-profession relations to the professional?client relationship; and from a profession-centered perspective to a client-centered one. Numerous empirical studies of client movements in professionalized fields such as health care, education and religion show that clients organize in many ways to redraw service arrangements and the boundaries of professional jurisdiction. Yet, one wouldn't learn much about this phenomenon by reading existing organizational research on professionalized fields, which largely explains service arrangements and jurisdictional boundaries as resulting from inter-professional struggles for epistemic control over domains of activity, while all but ignoring client action. Building upon insights from Hirschman's exit, voice, and loyalty framework, Mannheim's theory of ideology and utopia, and organizational research informed by Goffman's idea of an "interaction order", we develop a six-part typology of client action scripts. We then elucidate how different forms of emotion work carried out in framing contests between 'incumbent' professionals and 'challenger' clients can evoke distinct felt emotions that, in turn, rescript client action toward different boundary projects.

OMT

Anticipation in Organizations: Temporal Frames, Foresight, and Future Selves (session 1410)

Hold Your Horses: Negative Anticipatory Impression Management and its Motivations

Author: **Owen Nelson Parker**; UT Arlington

Author: **Cole Evan Short**; Pepperdine Graziadio Business School

Author: **Varkey Titus**; U. of Nebraska, Lincoln

An emergent stream of research shows that managers engage in various impression management strategies to manage external perceptions by placing their firms in the best possible light. Drawing from this work, we develop theory around when and why managers may choose to engage in a novel form of preemptive impression management—negative anticipatory impression management (NAIM)—to recalibrate stakeholder expectations. Specifically, we posit that managers use actions and communications that deliberately convey pessimism to reduce the liability of inflated expectations. We then propose two factors—media coverage and the manager's regulatory focus—that act as moderators. This underscores how managers use negative information to their advantage and further grounds the relevance of executive personality in impression management decision-making.

view paper (if available)

Exploring Temporality and Time Narratives: A case of UK Pension Funds' Investment Strategies

Author: **Anna Tilba**; Durham U. Business School

Author: **John Wilson**; Newcastle Business School, Northumbria U.

[view paper \(if available\)](#)

Entrepreneurial Clustering and the Development of Positive Psychological Capital

Author: **Andac T. Arikan**; Florida Atlantic U.

In this paper, I explore the core idea that geographical clustering may provide entrepreneurs with psychological benefits - a type of benefit that is not yet recognized in the literature on clusters. Specifically, I develop a theoretical model along with testable propositions where I argue that entrepreneurial clusters have the potential to develop into 'communities' which provide clustered entrepreneurs with varying degrees of psychological sense of community. A strong psychological sense of community in turn helps entrepreneurs develop positive psychological capital through processes of social comparison, social influence, perceived social support, increased participation inside the cluster community, and emotional sustenance. Higher levels of positive psychological capital helps entrepreneurs deal with the psychological pressures associated with starting and managing a small business and thereby leads to improved venture performance, albeit up to a threshold level of psychological capital after which higher levels of psychological capital may hurt venture performance. Contributions to the literatures on clusters, entrepreneurship, and psychological capital are discussed.

[view paper \(if available\)](#)

Public Enemies: Reputation, Celebrity, and Scandalizing Organizational Misconduct

Author: **Jung-Hoon Han**; U. of Missouri-Columbia

Author: **Tim G. Pollock**; U. of Tennessee, Knoxville

Author: **Srikanth Paruchuri**; Pennsylvania State U.

Considering that scandals result from the disruptive publicity of transgressions, we examine how social evaluations such as reputation and celebrity influence why some transgressions are publicized and not others. Extending current knowledge about the effects of social evaluations on publicity, we

This inductive study of UK pension funds examines how pension fund trustees and their investment experts organize time and attend to the intertemporal tensions between the short- and long-term within investment strategies that are inherent to business and investment sustainability. Grounding our insights in theorization about time through narratives, we use insights from 22 in-depth, semi-structured interviews with pension fund trustees and their investment experts to highlight the significance of embedded legacy and path dependency by revealing how temporal frames of the past become embedded in the present and perpetuated into the future. We also find an intertemporal tension where pension fund trustees separate and favour short-term funding pressures at the expense of the long-term intergenerational equity. We argue that omission of the past and legacy from most strategic management continues to contribute to short-termism, which is the blight of sustainability. We conclude by drawing out some implications for policy and practice, as well as directions for further research.

[view paper \(if available\)](#)

The Conceptual Future of Foresight: Rethinking Foresight as an Emergent Process

Author: **Florian Andresen**; Helmut Schmidt U.

Author: **Benjamin Schulte**; Helmut Schmidt U.

Author: **Hans Ulrich Koller**; Helmut Schmidt U.

Strategic foresight, as the capacity to recognize emerging environmental changes, is increasingly viewed as a distributed capability comprising multiple internal as well as external agents on different organizational levels. This recent turn towards more distributed and open approaches of strategic foresight, however, lacks a common theoretical foundation as scholars draw on different perspectives in their explanations. In light of this, the current paper conceptualizes the notion of foresight-as-emergence by drawing on and synthesizing insights from a practice lens and complexity theory. The integrative framework of foresight-as-emergence unpacks the concept of foresight space, linking the dynamics of how new insights into the future evolve from organization members' everyday situated practices (i.e., local

argue that while reputation and celebrity burden firms by directing media attention to their transgressions, the sociocognitive content of these evaluations further provides nuances into how different transgressions are scandalized differently. Because of audiences' tendencies towards rational and deliberate information processing when evaluating high-reputation firms, reputation attracts significant publicity to a transgression due to the transgression's high relevance to firms' value creation potentials. In contrast, while celebrity also attracts publicity due to its emotion-laden sociocognitive content calling for the media's attention to the emotionally devastating nature of transgressions, it also interferes with the media's processing of transgression characteristics (e.g., severity and recency) as to amplify the impact of the characteristics when they fit the emotional frame of celebrity, and attenuate when not, on the media's publicizing decision. We tested our arguments in the context of data breaches involving publicly traded U.S. companies.

[view paper \(if available\)](#)

Does Nationalist Rhetoric Help Politicians Raise Campaign Contributions?

Author: **Murad A. Mithani**; Stevens Institute of Technology

Author: **Ipek Kocoglu**; Kean U.

Although research has paid significant attention to organizational reactions to formal political pressures, it remains to be understood how organizations react to political influence that is wielded through informal institutions. We argue that regulatory constraints on formal institutions increase political attention to informal institutions: social norms that facilitate the trading of favors. Politicians elicit informal favors from organizations through the use of nationalistic rhetoric. However, the social nature of informal institutions makes political influence more critical for firms that are strongly embedded in the local environment, yielding a distinction between the responses of domestic and foreign firms. A longitudinal state-wise examination of 476 firms in India showed that when institutional formalization encouraged political contests, there was an increase in corporate

emergence) with the processes of how they become dispersed and adjusted throughout the organization (i.e., global emergence). In doing so, the framework provides a theoretical foundation for strategic foresight in high-velocity environments comprising both micro and macro levels.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

campaign contributions. This increase corresponded to politicians' use of nationalistic rhetoric. While the rhetoric contributed to domestic firm contributions, foreign firms that were politically more engaged in the past became relatively insignificant. These findings highlight how informal institutions facilitate political influence on organizations, and in turn, how organizations inadvertently reinforce social fractures that redefine those very institutions.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Community Solidarity and Dilemmas (session 1407)

Solidarity All Around: How Spatial Context Influences Perceptions of Organizational Solidarity

Author: **Matt Cummins**; Stanford Graduate School of Business

More than seventy years of research in social networks and microgeography have shown that spatial proximity offers individuals opportunities to interact and form social ties, aggregating up to a structural influence of the arrangement of space on social networks among organization members. But space has the power to do more than structure opportunities for individuals to interact directly. Spatial design also structures opportunities to observe others' interactions, an extra-network information channel that may influence social perceptions, and consequently the way individuals relate to their organization. One important way in which individuals relate to their organization is the degree to which they perceive it as a strong 'community', where their colleagues are mutually supportive and socially cohesive, best captured by the long-established concept of social solidarity. Social solidarity has largely been conceived of as arising from social interactions and social network structures among workers. We present an extra-network information theory of spatial arrangement's influence on individual perceptions of

OMT

Coordination and Control Through Hierarchy and Roles (session 1405)

Filling the Void: How Occupational Authority Emerges from Curating Learning Algorithms

Author: **Lauren Waardenburg**; Vrije U. Amsterdam
Author: **Anastasia Sergeeva**; Vrije U. Amsterdam
Author: **Marleen Huysman**; Vrije U. Amsterdam

The data-driven, statistical, and opaque nature of learning algorithms makes them distinct from previous technologies. They are speculated to be consequential for work and organizing, but how they are reconfiguring work practices is not yet fully understood. Building on a 31-month ethnographic study of predictive policing, a learning algorithm to predict crime chances, we find that its implementation was associated with the unexpected growth in authority of an occupational group ("intelligence officers"). Our process analysis finds that this change in authority was triggered by the knowledge gap that emerged between the algorithmic outputs and the police work domain. Because intelligence officers could not open the blackboxed algorithm, they instead tried to bridge the knowledge gap by means of "algorithmic curation" practices, thereby offering their own predictions and backgrounding the learning algorithm. This approach to "fill the void" reinforced the knowledge gap and kept management assuming that the predictions were made by the algorithm,

social solidarity in their organization. Testing this theory in the context of a North American financial technology company, our results suggest that there is indeed an influence of spatial arrangements on perceptions of social solidarity. This apparent influence of spatial context is not mediated via the social network among workers, suggesting that spatial design may be able to directly influence the way in which workers relate to their organization.

[view paper \(if available\)](#)

Trapped in a Community Dilemma: The Consequences of Normalizing Private Social Media Use at Work

Author: **Stefanie Habersang**; Leuphana U. Lüneburg

While previous research in the field of social media studies has primarily focused on enterprise social media and their implications for organizations, this paper examines a neglected and so far narrowly understood phenomenon: the illicit use of private social media in the workplace and its long-term consequences. I use an affordance perspective to explain how the illicit use of private social media became normalized through three interrelated mechanisms: collective rationalizing, team socializing, and individual strategizing. The distinct temporal interplay of these mechanisms produced unintended consequences and eventually trapped organizational members in a community dilemma. The contribution of this study is twofold. First, this paper shifts the debate from enterprise social media to private social media use in the workplace. This is important because the illicit and informal nature of private social media implies different consequences for organizations than enterprise social media use. Second, the findings of this study contribute to a better understanding of the dynamic interplay of affordances. As such, this study advances our knowledge how the affordances of social media can shift over time.

[view paper \(if available\)](#)

Bottled Up or Poured Out: How Product Name Emotions Affect Appeal and Authenticity

which increased the authority of intelligence officers over police work allocation. Our findings offer contributions to the emerging literature on the influence of algorithmic technology on work and to the literature on occupational authority. Next to this, we provide insights into studying learning algorithms in practice.

[view paper \(if available\)](#)

Boundary Work and Contextual Demands: Micro-Strategies in Interprofessional Collaboration

Author: **Christian P. Kortkamp**; U. of Goettingen

Author: **Clarissa E. Weber**; U. of Goettingen

Author: **Indre Maurer**; U. of Goettingen

Research on boundary work in the context of professions has studied how professional groups and their members engage in actions to expand or defend their profession's jurisdiction. We argue that individual professionals not only engage in boundary work for reasons serving the professional group as a whole, but also in consequence of the very plain contextual demands of individuals that arise from their everyday work. Drawing on prior research on professionals' boundary work and taking a micro-lens on interprofessional collaboration (IPC), we investigate the micro-strategies of individual professionals in IPC when faced with contextual demands that lead to conflicting subgoals. To do so, we build on fieldwork in German nursing homes, analyzing IPC between geriatric nurses (GNs) and general practitioners (GPs) that is strongly determined by differing contextual demands and subgoals. Our findings show a broad scope of micro-level strategies that GPs and GNs deploy when dealing with contextual demands at the boundary. Furthermore, we show how power and trust are core determinants of these micro-strategies, and develop a comprehensive theoretical framework on micro-level boundary work under conditions of contextual demands.

[view paper \(if available\)](#)

Negotiating Provisional Role Structures in the Shadow of Hierarchies

Author: **Olga Khessina**; U. of Illinois at Urbana-Champaign

Author: **Cameron Verhaal**; Tulane U.

Author: **Stanislav D. Dobrev**; U. of Wisconsin, Milwaukee

Although we know that product names influence audience evaluations of producers and their offerings, mechanisms behind the effect remain undertheorized. We propose that a classic psychological stimulus-and-response process is at play. Emotional contagion – ego's propensity to experience emotions triggered by contact with alters or objects – suggests that product names that convey certain emotions to the consumers of these products will influence their evaluations. While the process is psychological, social context shapes the strength and valence in the stimulus-and-response relationship. We predict that the anti-mass production ideology and oppositional identity of contemporary craft markets (rooted in avid rejection of pecuniary motivation, template marketing, serial production and the like) produce reverse emotional contagion: Positively charged product names lead to negative evaluations of products and negatively charged ones lead to positive evaluations. We also predict a second-order effect of product name emotionality on appeal by way of perceived product authenticity which itself drives appeal in craft markets: Positive emotionality decreases authenticity perceptions and negative emotionality elevates them. We find empirical support for our conjectures in analyses of the U.S. craft beer industry between 1996 and 2012.

[view paper \(if available\)](#)

Permeability Alongside 'Sense of Community' in Open Contemporary Work Organization—Coworking-Spaces

Author: **Mahmood Aslam**; U. of Bayreuth

Author: **Yixin Qiu**; U. of Bayreuth

Open, entrepreneurial, and collaboratively organized work forms are proliferating worldwide. A prominent form is coworking-spaces, run by specialized coworking-space providers or incumbent firms. Coworking-spaces host collocated work of individuals, often from diverse professional

Author: **Clark Bernier**; New York U.

Emergent coordination has been studied primarily in environments where generalized role structures and occupational communities are well-established. How individuals coordinate work in less-institutionalized or more rapidly-changing environments is less understood. I use a combination of participant observation and interview data collected in a medium-sized startup, GuestInn, to develop theory about the ways that people coordinate work when roles are more ambiguous. GuestInn management uses an institution, locally referred to as "ownership," to foster commitment in employees. Lacking developed role relations, employees of GuestInn continually negotiate provisional role relations for coordinated work using the same institution, "ownership." The analysis contributes to our understanding of emergent coordination by showing how it works when role structures are less developed. It also refines our understanding of normative control to consider how it shapes employee-employee coordination. It also refines theory on the role of formal hierarchies in organizations with distributed authority rights: people's ability to negotiate lateral coordination without deep shared understanding of one another's work is facilitated by the shadow cast by vertical membership rights over negotiations, without directly involving nominal superordinates. Finally, I introduce the concept of generalized authority rights to describe authority rights that are decoupled from official position and nominally granted to all employees.

[view paper \(if available\)](#)

Shepherding Situational Authority: Dealing with the Paradox of Radical Delegation in Hierarchies

Author: **Lauri Pietinalho**; Aalto U.

Managers who wish to empower and delegate authority counter a governance paradox: how to foster proactive judgment and collaboration of employees but maintain adequate control and alignment? Prior literature primarily suggests dealing with the paradox by clearly formalizing the scope of delegated authority to shield employee

backgrounds. Initial empirical insights indicate that coworking-spaces portray a sense of community among users and independent professionals. Based on an inductive case study from four distinct coworking-spaces, we introduce permeability an organizational characteristic of open contemporary work in coworking- spaces. Insights from the case study further support to model three levels of permeability: spatial permeability, procedural permeability and relational permeability. We develop mechanisms of how permeability functions and identify outcomes on individual-level (job satisfaction, learning, work efficacy, and innovacy) and organization-level outcomes (team and project, innovation, and venture performance).

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

motivation from managerial interferences and managers for overindulgences of employee discretion. However, the more radical delegation is attempted involving also organizational matters, the more unavoidable the overlap of formal and delegated authority becomes. Utilizing internal discussion forum logs and interviews, I explored the organizational dynamics of formal and delegated authority in three mid-sized software services companies that had principally abandoned traditional manager-subordinate structures for broad employee autonomy but where a handful of top managers remained. I discovered that the studied organizations presented a contrast to scholarship: Employees enjoyed from an a priori undelineated encouragement to drive their own and company matters. Instead of a formalized system, decentralized authority was balanced by cross-mediation of managerial interventions, and, respectively, social scrutiny of managerial involvement. These social practices centered around, what I denote as, an attempt to shepherd situational authority so that what makes sense for the whole and who decides would get to be evaluated situationally rather than based on fixed authority. My findings contribute by extending the current understanding of the radical delegation of authority in companies with formal authority asymmetries.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Gender Effects on Entrepreneurship and Careers (session 1409)

Evaluator Status and its Effect on Gender Bias in Evaluations

Author: **Tristan L. Botelho**; Yale School of Management

Author: **Marina Gertsberg**; Monash Business School

There is consistent evidence that women are disadvantaged in evaluations, with women receiving

OMT

Organizational Creativity and Cultural Production (session 1404)

Two Faces of Cultural Products: A Behavioral Understanding of Artistic and Commercial Success

Author: **Meichen Dong**; School of Economics and Management Tsinghua U.

Author: **Yang Liu**; Cornell SC Johnson College of Business

Author: **Jun Xia**; U. of Texas at Dallas

Author: **Qiuxia Zheng**; Zhejiang U.

worse evaluations than similar men. However, there has been less discussion and evidence regarding the mechanisms that attenuate or exacerbate this bias. We draw on status theory to discuss whether evaluators who gain status will exhibit less gender bias in their evaluations. Specifically, we argue that status attainment has a disciplining effect thus reducing observed gender bias in evaluations. We use the presence of close-to-random allocation of servers to customers in the restaurant industry and evaluations on the digital platform Yelp to test this theory. In aggregate, we find a systemic gender bias in restaurant reviews: When evaluators report having a female (versus male) server they rate the restaurant significantly lower than its average rating to date, however, this gap is reduced by more than half after an evaluator gains status.

[view paper \(if available\)](#)

Why So Few? The Gender Representation Gap in Academic STEM Fields: A System Dynamics Approach

Author: **Carla Carolina Rúa Gómez**; U. della Svizzera Italiana

Author: **Jessica Arias-Gaviria**; U. Nacional de Colombia

We use a simulation approach to study what factors influence the under-representation of women in STEM (Science, Technology, Engineering, and Mathematics). In particular, we focus on understanding why, despite the increased representation of women in graduate programs and assistant professorship positions, we still observe a small proportion of women in tenured positions. To do so, we build a dynamic feedback model of women representation. According to the model, the gender representation gap – i.e., the lack of women in tenured professorship positions - is driven by gender bias and women's perceptions of the workplace. We show that the behavior of this model is consistent with previous studies focusing on persistent gender gaps in knowledge-based organizations. Finally, we explore the behavior of the model under different experimental conditions.

[view paper \(if available\)](#)

How organizations, including project-based organizations (PBOs), pursue multiple goals is a central theme in research on the behavioral theory of decision making. We develop two competing approaches, balanced and imbalanced, to understand the responses of PBOs. The balanced approach suggests that PBOs may simultaneously achieve multiple performance goals, whereas the imbalanced approach contends that organizations can only focus on one goal at the expense of the other. We then identify a series of boundary conditions, including individual factors (i.e., leadership capacity) and organizational factors (i.e., interorganizational collaboration and resources), which may help organizations balance multiple goals. We examined our theory in the context of the Chinese film industry, where artistic acclaim and commercial success are both important performance goals. We found negative relationships between artistic acclaim and commercial success of films, supporting the imbalanced approach. Our three boundary conditions under which PBOs may pursue the balanced approach are also largely supported. Our study contributes to the behavioral theory of decision making and provides important implications for managers.

[view paper \(if available\)](#)

Feedback in Creative Processes: Toward a Communicative Action Perspective

Author: **Michael Hartmann**; Coburg U. of Applied Sciences and Arts

Author: **Jochen Koch**; European Uni Viadrina, Frankfurt (Oder)

Author: **Matthias Wenzel**; Leuphana U. Lüneburg

Research on creativity highlights the role of feedback as a contextual factor that fosters creative performance. However, it advances a rather mechanistic understanding of communication that obscures the specific practices in feedback interactions and their constitutive power in shaping creative performance. In this paper, we develop a framework that conceptualizes how organizational actors interact in communicative feedback processes on creative ideas. By drawing on the theory of communicative action by Jürgen Habermas

From Exception to Exceptional: How Gender and Tenure Impact Sponsor Effectiveness

Author: **Elizabeth Campbell**; Carnegie Mellon U. - Tepper School of Business

Author: **Rosalind M. Chow**; Carnegie Mellon U.

Author: **Brandy Aven**; Carnegie Mellon U.

The important role that referrals play in the hiring process, particularly for those contending with negative stereotypes and biases, is well documented in the literature. However, how these negative stereotypes and biases impact the efficacy of individuals providing referrals (i.e., sponsors) is largely missing from prior work, overlooking the additional effects that characteristics of the sponsors can have on the candidate's (i.e., sponsees) outcomes. We take a multi-methods approach and provide evidence for differences in male and female sponsors' efficacy, such that greater tenure increases the effectiveness of female sponsors but not male sponsors. Study 1 uses archival data on the U.S. Supreme Court law clerkship hiring process and provides initial evidence that sponsor gender and tenure interact to influence the probability of the sponsee being selected for a top-tier position. Study 2 replicates and extends these findings in an experimental setting and provides evidence for a causal relationship between sponsor gender and sponsor effectiveness. This study shows greater tenure confers credibility to female sponsors and this, in turn, increases female sponsors' effectiveness, but that great tenure does not influence male sponsors' efficacy.

view paper (if available)

Start-Up Templates and Nascent Entrepreneurship Among Women

Author: **Leena Kinger Hans**; Indian School of Business

Author: **Juan Ma**; INSEAD

In under-developed contexts, women's choice of engaging in entrepreneurial activity is constrained due to limited access to knowledge about entrepreneurship processes. We find that start-up

and Hans Joas' theory of creative action, we make the case for a more complex and nuanced understanding of organizational creativity as constituted in communication processes. In doing so, we highlight the important but underresearched role of recipients when confronted with creative ideas by delineating the communicative struggles that these actors face in this process. We extend the literature on creativity by introducing a theory of communicative action as a suitable lens to better understand communication processes through which creativity does or does not come into being.

view paper (if available)

Auto-Tuned and R-Squared: Quality Evaluations and Organizing Creativity

Author: **Elizabeth Long Lingo**; Worcester Polytechnic Institute

Author: **Hille C. Bruns**; Groningen U. (RuG)

While navigating the subjective and differing quality evaluations of a range of actors has been identified as a fundamental feature of creative processes, how audience perceptions of quality are navigated in the creative process remains under-theorized. We examine this question through a comparative ethnography of two settings where big data brings audience quality evaluations to the fore—Nashville music production and systems biology cancer research. We find that actors encounter a fundamental tension between the perfection and authenticity of creative outcomes that manifests in two competing standards of quality: the raw, empirically grounded, and authentic versus the technically processed, improved and refined. We show how these standards are negotiated vis-a-vis three different audiences – internal peers, extended community, and external reviewers – and identify implications for the literatures on collective creativity as well as audience evaluations.

view paper (if available)

The Cyclic Organization of Festivals as Temporary Events: The Critical Role of Spatial Practices

Author: **Omid Omidvar**; Aston Business School

templates, defined as codified series of prototypical founding tasks, can provide such knowledge and motivate women to initiate pre-entry activities. In a field experiment design in rural India, we randomly selected a sample of unemployed women for exposure to customized start-up templates, and then observed their decision to initiate pre-entry activity through their sign-ups for a paid enterprise training program. We find that 50% more women sign up when they are exposed to start-up templates as compared to the control group. We further investigate whether this effect is influenced by the template's description of actions and resources for carrying out the founding tasks. We find that the rate of sign-ups is 24% higher when the start-up templates emphasize the use of social connections, as compared to relying on individual selves. This paper provides causal empirical evidence of how templates can provide entrepreneurial knowledge required for reducing uncertainty and increasing the likelihood of entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Author: **Gary Thomas Burke**; Aston U.

Author: **Cristina Galalae**; U. of Leicester, Leicester, UK

This paper explores how space and spatial practices are central to organizing complex nomadic festivals, particularly how they enable a small number of organizers to coordinate changing actor multiplicity and place-based temporality. We draw on insights from a longitudinal and inductive study of a moving food festival whereby a multiplicity of parties and growing membership transpired. Our analysis reveals that spatial and material practices of envisioning the overarching space, constructing idiosyncratic spaces, enacting distinctive spatial performances, and cultivating unique place-based experiences enable organizers to address core challenges associated with the diverse multiplicity of actors and the temporality of events. Building on the spatial turn in organization studies, we contribute new insights to the study of festivals, temporary organizing and collective meta-level identities.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Paradoxes of Competition and Collaboration in Firms (session 1408)

Paradox Intensification: Navigating Coopetition in Industry-Wide Alliance Formation

Author: **Natalie Slawinski**; Memorial U. of Newfoundland

Author: **Connie Van Der Byl**; Mount Royal U.

Author: **Wendy K. Smith**; U. of Delaware

Organizations increasingly collaborate with competitors to advance technology, build industry ecosystems and address grand challenges. However, the tensions between cooperation and competition foster ongoing challenges that thwart the success of these important initiatives. We offer new insights to unpack the nature and management of coopetition challenges by applying paradox theory to rich data from the formation of a cooperative alliance

OMT

Routine Interdependency and Dynamics (session 1403)

Exploring Routine Interdependence: Fluid Boundaries and Adaptive Patterning

Author: **Jan Hoekzema**; U. of Hamburg

Author: **Daniel Geiger**; U. of Hamburg

This paper advances theorizing on routine interdependencies and related methodological challenges. We aim to challenge the implicit assumption within cluster or ecology-based conceptualizations of routine interdependence that routines are clearly distinguishable processes interrelated via interfaces and/or people. Building on an ethnographic longitudinal case study of routine change within a manufacturing firm, we develop a framework that explains routine interdependence beyond clusters or ecologies.

addressing industry threats by environmental activists in one of the most competitive industries, the Alberta oil sands. Our in-depth analysis of the formation of this industry alliance over three years reveals a model of paradox intensification. Whereas scholars have described how challenges of navigating such paradoxical tensions diminish over time, we find the opposite. As the collaboration grew in scale and in specificity, the tensions between collaborating and competing grew in quantity and challenge. We find that in addition to requiring formal structures, effectively addressing such intensifying paradoxical tensions required informal interactions by individuals, who we describe as champions, who built the alliance through fostering personal relationships and trust. This model of paradoxical intensification advances the growing literature on the paradoxes of co-competition by unpacking the challenges and responses to navigating the tensions between cooperation and competition over time.

[view paper \(if available\)](#)

Making the Impossible Possible: Paradoxical Processes of Reconstructing a Grand Challenge

Author: **Paula Jarzabkowski**; City U. London

Author: **Rebecca Bednarek**; Victoria Management School

Author: **Konstantinos Chalkias**; Birkbeck, U. of London

Author: **Eugenia Cacciatori**; Cass Business School, City U. London

Advancing the promise of paradox theory to address large-scale complex social problems, or grand challenges, necessitates focus on paradox at the interorganizational level. We contribute to this by developing an empirically-grounded framework explaining how distributed organizational actors work through multiple paradoxes to address a grand challenge. We draw on a global qualitative study of a grand challenge: how to improve the speed of low and middle-income countries' financial response in the immediate aftermath of natural disasters. We focus specifically on initiatives that bring together government, market and development actors to ensure rapid capital flows for immediate disaster response. Three paradoxes

Thereby we contribute to routine inter-dependence research in three ways: First, routine boundaries are blurry and dynamically shift-ing rendering it difficult to identify them ex-ante and ex-post. Second, as a result the coordination of routine interdependence occurs between dynamically, reciprocally interrelated action steps rather than at the interface between routines. Third, these insights raise important methodological questions of granularity, which have significant implications for our interpretation and study of routine stability and/or change. Stability and/or change thus become a matter of different levels of analysis which need to be taken into account when comparing routine inter-relations as either clusters or ecologies.

[view paper \(if available\)](#)

Organizational Routines and Adaptability: The Effects of Routines in Building TMS

Author: **Jerry M. Guo**; Aarhus BSS, Aarhus U.

Organizational routines are ubiquitous stores of knowledge in organizations. Although routines enable consistent performance on tasks over time, routines might hinder adaptability by promoting inertia and rigidity. In this dissertation, I develop how routines could facilitate adaptation in organizations and foster successful performance on novel tasks. I argue that teams are changed in the process of using routines. I develop and test theory arguing that routines can facilitate the development of transactive memory systems (TMS), collective systems for encoding, storing, and sharing knowledge. I propose that routines provide a structure within which team members can learn about one another's skills. Thus, routines can build a team's TMS, which can improve performance on novel tasks. I use a mixed-methods design to both develop and to test theory. In Study 1, I performed 30 semi-structured interviews with United States Marine Corps officers. Based on interview findings, I hypothesize that teams that use routines will develop stronger transactive memory systems than teams that do not. Consequently, I hypothesize that teams that use routines will perform better on novel tasks due to the TMS they have developed. In Study 2, I developed a laboratory study in the cybersecurity context to test the hypotheses. Two

permeate our grand challenge: whole-part; long-short; and developmental-financial. By focusing on critical incidents, we show how: (a) distributed actors work through paradoxes by situated focusing: foregrounding one pole in order to achieve the other; (b) paradoxical poles are entangled in a process of situated knotting; (c) localized actions arising from situated focusing and situated knotting contribute to an expanding repertoire of possible actions for addressing the grand challenge globally. We advance paradox theorizing on paradox salience, multiplicity, and the dynamics of shaping paradox equilibrium. We also further understanding of how grand challenges evolve within the fragmented interests of distributed actors.

[view paper \(if available\)](#)

How to Stay Weird – The Normative Subordination of Profits in a Firm Striving for Sustainability

Author: **Ignas Bruder**; Freie U. Berlin
Author: **Julia Bartosch**; Freie U. Berlin

Humanity faces an unprecedented urgency to act in order to achieve sustainable development. Against this background, firms play an ambivalent role, since they have great potential to contribute to sustainable development, but their common normative focus on profit maximization leads to increasing rather than decreasing sustainability problems. Whereas integrative and paradox research on sustainability breaks away from the instrumentalism underlying profit maximization, research still lacks a theoretical account of firms enacting sustainability more radically, even at the expense of economic success. With an in-depth ethnographic study, this paper investigates a natural cosmetic producing firm that normatively superordinates ecological and social considerations over profits in its practices. We take a practice-based approach and unearth how firms are able to maintain a radical focus on sustainability in several practices through a recursive, tension-mitigating mechanism spiraled by highly sustainability-oriented selling and supplier management practices. This paper contributes to research on sustainability in organization and management studies by discovering approaches that enable firms to superordinate ecological and social ends over

hundred and thirteen participants in 71 teams were randomly assigned to perform a task with a routine or without a routine, and then perform a novel task. Results provide evidence to support the hypotheses.

[view paper \(if available\)](#)

Granularity Matters! Towards a Methodological Framework for Routine Studies

Author: **Jan Hoekzema**; U. of Hamburg
Author: **Waldemar Kremser**; Radboud U. Nijmegen
Author: **Daniel Geiger**; U. of Hamburg

This paper introduces the concept of granularity into routine dynamics studies. To establish levels of granularity we develop a phenomenological perspective on action, the central category of routine dynamics studies. By conducting an extensive literature review we show that routine dynamics scholars have at least unconsciously applied diverging levels of granularity in their empirical studies. We argue that side-stepping questions of explicitly addressing granularity significantly impedes the comparability of studies since different levels of granularity bring different aspects of performing and patterning processes into focus. Following this, we develop a methodological framework that allows scholars to establish and report on the level of granularity in their study. Finally, we sketch out some implications of taking granularity seriously for writing up research on routine dynamics.

[view paper \(if available\)](#)

Coordination of Search: A Processual Approach

Author: **Olivier Dupouët**; Kedge Business School
Author: **Pierre-Jean Barlatier**; EDHEC Business School

Coordination of search by several agents when interdependencies and uncertainty characterize the environment is a difficult yet critical task. The core difficulty, compared to search by a single agent, is for each agent to take into account the other's actions and choices in her own learning process. A well-known solution to this problem is building a

profits in multiple practices and thereby contribute to the urgent radical shift towards sustainability.

[view paper \(if available\)](#)

Organizational Learning of Cultures: The Spawned Culture Effects in the U.S. IT Industry.

Author: Yeonsin Ahn; INSEAD

Scholars often compare new ventures to babies, but most founders are experienced and enculturated even if their startups are young—a paradox of new ventures. New ventures start in a cultural void, but their founders are often already enculturated to the parent organization’s cultural codes. This study investigates whether founders fill the cultural void with the cultural repertoires of their parent organization. Founders enculturated in prior employment are more likely to adopt familiar cultural repertoires, resulting in a spawned startup becoming culturally similar to its parent. This spawned culture effect is stronger when founders are more socialized (have longer tenure), when the parent culture is more legitimate (less atypical) and coherent (has high cultural congruency). Finally, this study explores which cultural repertoires predict better performance and whether those are more likely to be inherited by spawned startups. If less likely to be inherited, this implies that organizational culture can be a source of a firm’s competitive advantage. These ideas are examined in a longitudinal analysis of 3,570 startups in the U.S. IT industry from 2008 through 2019. Implications for the study of organizational learning, organizational culture, and entrepreneurship are discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Status Costs and Outcomes (session 1406)

common knowledge. Common knowledge provides a complete framework in which each agent can make sense of the problem at hand and of the other’s actions. Yet, several recent case studies evidence that coordination of search is possible even when building common knowledge is impossible. These studies show that adopting a processual approach to coordination, i.e. varying the behavior of agents over time, permits efficient search without common knowledge. We resort to a computational model to investigate the conditions under which a processual coordination of search can be successful. We vary over time two key dimensions: the nature of agents’ cognitive effort (i.e. whether they explore or try to converge towards a common solution) and interactions (i.e. the extent to which they are tolerant to errors). Our results show that a processual coordination of search is efficient when agents first only explore with a maximum tolerance to errors and then purely converge towards a common solution while progressively reducing their tolerance to errors. The key to the success of the multiagent search is that, from one agent perspective, the others’ behaviors are stabilized so that they can be handled in conducting one’s own learning process.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

The Management of the Firm: Ethics, Identity, and Stakeholders (session 1402)

The Cost of Forgoing Status Rewards: Major League Baseball Teams and the Free Agent Market

Author: Karen Nicholas; Boise State U.

Author: Curtis Sproul; Georgia Southern U.

Status provides organizations with privilege rewards including being able to gain discounts on resources. However, if organizations take advantage of status rewards, there is a risk of status loss based on the external perception of lower quality. The study asks if organizations will seek to take advantage of available status rewards or if the goal of status accumulation will predominate. Using a sample of Major League Baseball (MLB) free-agent contract signings, this study finds that high-status teams pay more for resources than their lower-status counterparts, regardless of the quality or status of the players. Implications for researchers address the cost of status may be ignored based on status goals, while practitioners can understand how the quest for social approval may be driving up the cost of their resources.

[view paper \(if available\)](#)

Risky Business: Status and Costs in the Market for Audit Services

Author: Amanda Sharkey; U. Of Chicago

Author: Amandine Marie Ody-Brasier; Yale School of Management

A large body of research in sociology and management presumes that lower costs are one of the most significant advantages that high-status firms enjoy. Although prior research provides some support for this argument, the evidence is limited and largely indirect. In order to better understand the relationship between a firm's status and the costs it incurs, we analyze fees paid by clients in the \$60 billion U.S. market for audit services. Contrary to the predictions of existing theory, we find that high-status firms tend to pay more than their peers, even after controlling for the complexity and riskiness of the audit. Our analyses suggest that the most likely explanation centers around the role of status in attracting disproportionate attention; auditors seem to charge their high-status firms more in anticipation of the increased attention that they suspect such firms will garner in cases of

Nexus Theory as a New Perspective of the Management Norm

Author: Richard Michael Robinson; SUNY Fredonia

It was recently argued that an ethically-complete normative theory of the firm requires a vision of a "nexus of imperfect duty" that complements the contractual vision of Coase, i.e. the latter being a nexus of perfect duty. It is shown here that this complete normative vision provides the foundation for an insightful explanation of the evolutionary development of the management team. This evolution is founded on an extension of the "unity theory" of virtue ethics as applied to the management team in the form of a "balanced development" theory. The impetus for this managerial team evolution is the maintenance of a type of balance in the nexus of dispositions towards imperfect duty (or virtues) as the unity theory suggests for the virtues of individuals. Methods for reinforcing this balanced evolution are also reviewed here. This nexus of imperfect duty approach poses an ethical norm for management that offers a fresh vision for managerial theory and analysis. It organizes insights into the interrelatedness of management functions, and the development of the managerial team. In this imperfect duty context, firm development is shown to be built upon efforts that "go beyond" expectations of management creativity.

[view paper \(if available\)](#)

Identity Consistency as a Signal of Resource Autonomy in Acquisitions

Author: Rui Yang; U. of California, Riverside

Drawing on market signaling theory, this paper examines whether the market positively reacts to acquisitions when firms express a consistent organizational identity. We theorize that identity consistency signals a firm's autonomy in utilizing resources to pursue economic profits. Such a market signal reduces investor perceived uncertainty in management activities and boosts market confidence in the capitalization of acquired resources. The signaling effect is also found to be stronger under a positive earnings surprise and a stable industry environment.

misconduct.

[view paper \(if available\)](#)

Social Attribution of Collaborative Outcomes: A Study of Status Dynamics in Jazz Music Industry

Author: **Chunhu Jeon**; Arizona State U.

Author: **Heewon Chae**; Arizona State U.

This study examines how social recognition of collaborative outcomes affects status gain of actors. While research on status dynamics suggests that actors may enhance their status by producing desirable outcomes or by collaborating with high-status actors, understanding the influence of collaborative outcomes is problematic because actors in a collaborative relationship take varying status positions and gain only partial credit for their collaborative outcomes. Drawing from attribution theory, we suggest that while desirable outcomes and collaborating with higher-status actors tend to increase a focal actor's status individually, collaborations with higher-status actors result in gaining less credit for the desirable outcomes because audiences tend to attribute the desirable outcomes more to the higher-status collaborators and less to the lower-status actor. Analyzing collaboration networks among jazz musicians between 1950 and 2004, we found the negative moderation effect of collaborator status on gaining status from desirable collaborative outcomes; musicians gain less status from receiving positive ratings from critics and from creating novel repertoires when they collaborate with actors who have higher status than them. This finding highlights the audiences' credit allocation to the contributors in status evaluation and reveals underexplored processes in status dynamics.

[view paper \(if available\)](#)

Pride Without Prejudice: The Burden of Under-Recognition in Organizations

Winner of the OMT Louis R. Pondy Best Paper Based on a Dissertation Award

Author: **Brittany Bond**; ILR at Cornell

[view paper \(if available\)](#)

Two Experts are Better Than One: Reaping the Rewards of Specialization Through Better Communication

Author: **Kevin Du**; U. of Southern Denmark

Author: **Jinzhao Du**; U. of hong kong

The successful management of firm knowledge ensures that useful consumer knowledge is communicated effectively to inform product design decisions. This study analyzes how the use of a common organizational language can enhance communication between a marketing analyst and a product engineer. The use of a common language is shown to increase the probability of knowledge transfer; however, its dependence on learning effort from both parties makes it beneficial only when the cost of learning is not too high and each party can capture an adequate share of the firm's value. Distortions arise when the engineer, initially uncertain about the demand for its own product design, must determine the mode of communication with the marketing analyst to obtain information on consumer preferences. If the engineer is given the power to choose whether to implement a common language system and how much equity to allocate to the marketing analyst, the common language will be both under-used and under-exploited when it is adopted. The deviation of the engineer's actions from the firm optimal decision has managerial implications for the role of intermediation to resolve communication issues between disparate parties within an organization.

[view paper \(if available\)](#)

A Strategy-as-Practice Perspective on Stakeholder Management

Author: **Pushpika Vishwanathan**; U. of Amsterdam

Author: **Siri Nordland Boe-Lillegraven**; Amsterdam Business School, U. of Amsterdam

Stakeholder management is part of the day-to-day activities of managers. Yet, we currently know much more about stakeholder management outcomes

Public recognition is a powerful strategic tool for motivating individuals. Yet because high status recognition derives its desirability from scarcity, public recognition inevitably invites social comparisons. Since status recognition commonly corresponds with performance and accompanies tangible rewards, it is challenging to isolate pure social comparison costs. Leveraging a natural experiment in a large multinational organization, I provide novel evidence that employees are distinctly sensitive to status recognition beyond any material, career, or reputation concerns. When denied status recognition, employees are much more likely to exit the organization, despite receiving higher monetary rewards as recompense for nominal under-recognition. This study demonstrates the serious risks of using status recognition as an employee performance motivator. The analysis has broad implications for the strategic decisions organizations face when trying to motivate employees through nonmonetary reward systems.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

than how managers actually consider and balance stakeholder needs. Drawing on an inductive analysis of mixed-methods data from 353 Dutch philanthropic organizations, this paper unpacks the practice of stakeholder management. Informed by a strategy-as-practice lens, which has fruitfully advanced other branches of strategy research, it unpacks what stakeholder management practices look like, how and why managers enact them, and the consequences for stakeholders in terms of prioritization versus harmonization of their needs. We contribute to stakeholder theory by developing a new descriptive and empirically informed understanding of how managers deal with stakeholder demands. By identifying distinct ways in which managers deal with stakeholders, while moving beyond opposite cultural or moral pre-configurations as the foundational explanation, we take important steps towards explaining variation within as well as across stakeholder management approaches.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ONE

Corporate Sustainability Performance 2 (session 1413)

Business Models and Sustainability Performance in European B Corps

Author: **Daniel Alonso-Martinez**; U. of Leon
Author: **Valentina De Marchi**; Department of Economics and Management, U. of Padova
Author: **Eleonora Di Maria**; Department of Economics and Management, U. of Padova

Literature on sustainable business models has burgeoned in recent years, identifying different taxonomies to capture the variety of business models that are addressing environmental and social other than economic aspects. However, further knowledge is required to explain the link between sustainable business models (SBMs) and the achievement of sustainable performance. The paper aims at addressing this gap by exploring how

ONE

Emerging Views in Corporate Sustainability (session 1414)

Decolonizing Nature-Culture Dualism: The Economies of Worth at the Test of Ecological Imaginary

Author: **Claire-Isabelle Roquebert**; U. of Lausanne, HEC Lausanne
Author: **Gervaise Debucquet**; Audencia Business School

Facing the rise of sustainability issues in Western contexts, the major focus on compromising-processes tends to favour business as usual or reformist approaches, while the ecological issue would require fundamental changes. Our research aims at filling this gap by challenging the pragmatic sociology through the analysis of Biodynamics, a radical ecological method in agriculture. In order to

SBMs relate to results achieved – taking into account the social, environmental and economic outcomes – by focusing on firms certificated as B Corps. We perform an analysis on original survey data on B Corps located in Italy, Spain and the UK. Findings confirm the variety of business model innovations adopted by sustainable firms, which are driving to different results. Specifically, important sustainable outcomes are achieved both by firms implementing environmentally-oriented BMs and socially-oriented BMs. Two clusters of firms emerged based on outcomes (high/low performance in all the three outcomes considered). Business models focused on substituting with renewables and natural processes, maximising material and energy efficiency, adopting a stewardship role and on encouraging sufficiency are more likely to be associated with firms with better economic, social and environmental results.

[view paper \(if available\)](#)

A Micro-Foundational Perspective of Shareholders' Influence on Firms' Environmental Proactivity

Author: **Manuel Bueno García**; U. of Granada

Author: **Juan-Alberto Aragon-Correa**; U. of Granada

Author: **Blanca Delgado-Marquez**; U. of Granada

Divergent findings regarding an upcoming shareholders' interest on environmental issues have emerged from management literature. Institutional scholars focus on external pressures to predict shareholders' preferences, whereas agency studies highlight that such preferences internally face to managers' priorities. This paper makes a bridge through emerging microfoundations perspective by arguing that different shareholders' orientation yields different consequences on a firm's environmental strategy and that internationalisation moderates such relationship. Specifically, our results show that a large presence of strategic shareholders at the firm level positively drives environmental proactivity in a longitudinal sample of 2,247 observations between 2007 and 2017 from 277 US firms in 11 industries. Meanwhile, a large presence of financial shareholders is positively related to a firm's environmental proactivity only for high levels of a firm's internationalisation, but negative for low levels of internationalisation. Our results contribute by simultaneously considering micro-level shareholders' different interests and macro- level

analyse the integration of non-human beings and ecosystems in moral issues, we bridged the Economies of Worth framework developed by Boltanski and Thévenot (Boltanski & Thévenot, 2006 [1991]) and the literature on imaginaries through a qualitative analysis of this radically alternative ecological imaginary. Our results reveal the limits of nature-culture duality to found ecological justice and uncover how ecological – 'non-dualist' – ontology surpasses and challenges the Economies of Worth framework. Our research induces that morality is based on ontological categorisations that can be challenged during social conflicts, such as the western separation between human and non-human beings. It contributes to decolonize the 'dualist' basis of the Economies of Worth framework and to extend the framework by proposing a theorization of ecological ontology.

[view paper \(if available\)](#)

A Place for Sustainable Development: Managing Place-Based Resources on the Tibetan Plateau

Author: **Haitao Yu**; Ivey Business School

Author: **Pratima Bansal**; U. of Western Ontario

Author: **Diane-Laure Arjalies**; Ivey Business School

Sustainable development requires businesses to manage finite resources to ensure that both present and future generations can meet their needs. However, the demand for resources has outstripped the planet's ability to regenerate them, and nowhere is this more concrete and salient than in local places. Our study explores "how do organizations manage limited local resources for sustainable development in a globalizing world?". We answer this question through a qualitative inductive study of LuxuryYak -- a luxury textile enterprise that uses local resources on the Tibetan Plateau and sells its products to global fashion houses. We conducted a three-month ethnography in which we took considerable field notes, conducted 51 in-depth interviews, engaged in 45 informal discussions, and collected about 2,000 pages from the company archives. In this paper, we develop the concept of place-based resources to discriminate them from placeless resources. Place-based resources are coupled with the local place-based ecological and social processes, and critical for local sustainable development. Place-based

institutional pressures.

[view paper \(if available\)](#)

Perceived Corruption and Environmental Performance of SMEs in Ghana

Author: **Diego Alfonso Vazquez**; Portsmouth Business School

Author: **Samuel Adomako**; U. of Bradford

Author: **Irene Chu**; Bradford School of Management

Author: **Obi Berko Damoah**; U. of Ghana

Environmental concerns continue to increase its prominence in developing countries' policy and business agendas. Accordingly, a growing stream of literature investigates the factors influencing corporate environmental performance in developing countries. While such research has largely focused on large local firms and multinational corporations, recent debates are turning attention to small and medium enterprises (SMEs), given their potential impact in economic and environmental aspects. However, the literature is scarce and inconclusive with respect to how perceived corruption – a critical issue in many developing economies - is related to SMEs' environmental performance, and what factors influence such relation. We use a survey of Ghanaian 242 SMEs to address this gap. We found that perceived institutional corruption is negatively related to environmental performance and such negative relation is increased by financial slack (i.e. potentially utilizable resources that can be diverted or redeployed for the achievement of organizational goals) and institutional networking efforts (i.e. an entrepreneur's connections to governmental and public policy officeholders). However, pressures from primary and secondary stakeholders can decrease the negative effect of perceived corruption on environmental performance

[view paper \(if available\)](#)

Adoption of Environmental Targets in Executive Compensation Contracts (WITHDRAWN)

Author: **Charlotte Antoons**; KU Leuven

Over the last years, an increasing number of firms has started to integrate corporate social responsibility (CSR) criteria in executive

resources need to be regenerated in the local place, and can be depleted through placeless resources. We theorize two models of organizing – a depleting model and a regenerative model – that explains how organizations can achieve sustainable development by managing place-based resources vis-à-vis placeless resources.

[view paper \(if available\)](#)

Rediscovering the Bucolic Tale: The Role of Place Embeddedness in Fostering Sustainable Practices

Author: **Lucrezia Nava**; U. Ramon Llull, ESADE Business School

Author: **Jorge Chiapetti**; jo1812

Author: **Rui Barbosa Da Rocha**; U. Estadual de Santa Cruz

Author: **Maja Tampe**; ESADE Business School

Based on a mixed-methods study of agricultural producers, this article examines whether and how the embeddedness in the natural and social environment surrounding the organization (i.e. place embeddedness) affects the implementation of sustainable practices. Theoretically, the study draws on practice theory to understand how the different elements of practices (competence, meaning and material) are shaped by each the constituents of place embeddedness. In the empirical analysis, the article derives and tests a model that shows three trajectories through which these effects occur. First, through a higher knowledge and awareness deriving from cohabitation with the elements of the place, affecting the competence element of sustainable practices. Second, through an identification with the elements of place that leads to emotional attachment and higher care, shaping the meaning associated with sustainable practices. Finally, attachment to place influences the access to the natural elements and resources, ultimately affecting the material element of sustainable practices. What emerge from our analysis is that place embeddedness affects practices through shaping simultaneously each of the three elements that need to be present for practices to be enacted. The article concludes with the implications of our study for both the place-oriented and the practice-oriented literature in the sustainability field.

compensation contracts, thereby tying CEO compensation directly to social and environmental performance. However, empirical evidence on the effectiveness of CSR incentives in improving social and environmental performance is mixed, finding both evidence in favor of and against its effectiveness. Using an eight-year sample consisting of 2,579 firm-year observations with manually collected compensation contract data, I zoom in on determinants of the adoption of CSR targets in CEO compensation and its effects on subsequent environmental performance. First, I show that both internal normative pressure and external mimetic pressure serve as a conduit for the adoption of environmental control mechanisms in executive compensation contracts. Further, I also show that not all types of pressure lead to substantive implementation of targets. That is, I document that internal normative pressure mainly results in substantive implementation, as internal pressure is associated with a subsequent increase in environmental performance. Mimetic pressure, on the other hand, does not automatically lead to improved environmental performance, suggesting that mimetic pressure might drive a symbolic commitment, potentially aimed at enhancing social legitimacy and acceptance.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OSCM

Managing Buyer-Supplier Relationships (session 1416)

When Does Relational Governance Really Matter in Buyer-Supplier Relationships?

Author: Yao Li; Tianjin U. of Technology

Author: Lei Tao; Xi'an Jiaotong U.

Author: Yu Zhang; Hohai U.

Relational governance has been widely recognized as an effective way for firms to mitigate exchange hazards and improve relationship performance. However, it is a key challenge for firms to determine the degree to which relational governance drives

OSCM

Product and Service Innovation (session 1415)

Innovation in Performing Arts Organizations: An Empirical Study

Author: Soheil Sadeghi K.; RESEARCH ASSISTANT

Author: Sara Hajmohammad; Telfer School of Management, U. of Ottawa

This study aims to expand the Operations Management field's discourse to recognize the idiosyncrasies of not-for-profit performing arts organizations (PAOs) and how they can survive and achieve their ultimate goal, i.e. providing

relationship performance. Therefore, this study analyzes whether relational governance has an optimum level with regard to relationship performance and whether the optimum level is different in relationships with different characteristics. Survey data from 228 firms in China are used to test the hypotheses. The findings imply that relational governance is not always effective and it has an optimum level with regard to relationship performance, which varies according to the relationship's characteristics. The optimum level of relational governance, with regard to relationship performance, is higher for relationships with high trust and transaction specific investments. Our finding reconciles previous debates, which in turn, deepens our understanding of relational governance. In addition, the study is an initial explorative attempt to reveal the moderating effects of relationship characteristics from different lens that has both dedication and constraint aspects. The findings answer the question of when relational governance is really good for performance, and contribute to the dedication-constraint framework seen in the marketing literature as well. Given the bright and dark side, managers should be prudent in the use of relational governance and develop relational governance according to the characteristics of their buyer-supplier relationships.

view paper (if available)

A Dynamic Model of Buyer-Supplier Conflict Processes

Author: **Meriem Bouazzaoui**; School of Management, U. of Bath

Author: **Brian Squire**; U. of Bath

Author: **Wendy Tate**; U. of Tennessee

Studies examining the temporal dynamics of buyer-supplier conflict are scarce despite emphatic calls for investigating conflict as a dynamic process. This research takes an initial step and examines the trajectory of conflict towards functional or dysfunctional outcomes, by specifically investigating the interplay between task and relationship conflict. Towards this end, dyadic case studies each with multiple respondents were used. The interviews were semi-structured and paired retrospective data from both sides were collected. We propose a

products/services to improve and benefit a community and the broad public interests. In doing so, we consider innovation as a strategic weapon in addressing PAOs' increasing need for improvement in their operating structures and performance outcomes. Particularly, we determine the drivers of innovation in today's PAOs and explore how innovation in both products and services can affect their financial, artistic, and social performance. Drawing on the theory of dynamic capabilities and based on a systematic literature review, four major internal capabilities are identified that can enhance PAOs' level of product and service innovations: Environmental Intelligence, Internal Integration, Core Operational Capability, and External Partnerships and Collaborations. A survey targeting top managers from a random sample of North American orchestras is conducted to empirically validate our conceptualization of the PAO Innovation and examine the proposed conceptual model. The results indicated that every capability significantly enhanced at least two innovation dimensions. Moreover, product and delivery innovations were positively influential on artistic performance and ultimately, financial performance.

view paper (if available)

Green Integration and Moderating Effects of Absorptive Capacity on Eco-Innovation in Supply Chain

Author: **Xiaomei Li**; Tianjin U.

Author: **Andrea Appolloni**; U. of Rome Tor Vergata

An increasing number of firms are implementing green supply chain management strategies to encourage environmental protection and to demonstrate their corporate social responsibilities. How to integrate internal and external resources to improve eco innovation to get the sustainability of the core companies attract more and more attentions. The research was built upon contingency theory by analyzing the relationships between internal green integration and external green integration with eco-innovation in companies, and by introducing firm-level absorptive capacity as a moderator to test the importance of internal fit, using a hierarchical linear regression model tested in a cross-national study of machinery, electronic,

phase-based model of conflict process, wherein conflict moves from a conflict initiation state, to a conflict spiral phase where task and relationship conflicts impact each other in a continuous feedback loop until a conflict tolerance threshold, and then to conflict outcomes. We propose mechanisms that trigger the transition among phases (interphase) and mechanisms leading to dynamics within phases (intrapphase). In formulating a dynamic model of buyer-supplier conflict process, this paper offers new insights by incorporating a temporal perspective into the study of conflict. Our findings suggest that conflict unfolds over time and is more complex than originally recognised in the literature.

[view paper \(if available\)](#)

Boundary Spanning for Supplier Development

Author: **Martin Norlyk Jørgensen**; Aarhus U.

Author: **Chris Ellegaard**; Aarhus U.

Author: **Hanne Kragh**; Aarhus U.

Motivated by a growing reliance on suppliers, buying firms often engage in supplier development efforts to improve supplier performance. The benefits that both parties can enjoy from supplier development are well established. However, existing literature has tended to conceptualize supplier development as a meso-organizational level behavior typically directed towards a single performance improvement area often assuming that the buying firm has all the required expertise internally. Further, supplier development has primarily been studied within the confines of a single buyer-supplier relationship. Using a qualitative case method, we take a micro level perspective and explore how boundary spanning managers from an OEM attempt to develop a key supplier in multiple performance areas simultaneously. Although our primary focus is on the development efforts towards a specific supplier, we also uncover how efforts vis a vis competing suppliers affect efforts relative to the core supplier. We highlight the boundary spanning challenges that emerge when managers with different and at times conflicting orientations and interests are involved in multiple supplier development initiatives at the same time. Based on our analysis, we identify four boundary spanning mediation roles and make a theoretical contribution

and transportation component's industries in China and Europe (Germany and Italy). The results of this empirical study showed that internal green integration, supplier green integration and customer green integration all have positive effects on radical eco-innovation in companies in China and Europe samples. Absorptive capacity positively moderates the relationships among internal green integration, supplier green integration and eco-innovation in the Chinese and European samples. However, the positive effects of customer green integration on eco-innovation was weakened as absorptive capacity increases in the case of European firms, while this relationship was not supported in the Chinese companies.

[view paper \(if available\)](#)

Contracting for Innovation in Public Services: Capabilities, Institutions and Intermediation

Author: **Kostas Selviaridis**; Lancaster U.

Management School

Author: **Martin Spring**; Lancaster U.

Contracting for innovation in the public sector is challenging due to a shortfall of related capabilities of buyers and suppliers, and institutional constraints impeding innovation sourcing and adoption processes. In this context, innovation intermediary organisations intervene to tackle some of these challenges. This paper seeks to develop middle-range theory regarding the mechanisms underpinning the contribution and impact of innovation intermediaries in settings of public sector innovation sourcing. We uncover two key mechanisms. First, intermediaries contribute innovation contracting know-how by brokering connections and innovation-related interactions, providing access to different types of know-how and helping to bridge indirect capability gaps of buyers and suppliers. Second, intermediaries leverage their institutional know-how to facilitate innovation sourcing and adoption processes by exposing institutional constraints at play, forming relationships with and lobbying relevant stakeholders, and shaping change in innovation- and procurement- related institutions. Intermediaries' contribution of innovation contracting know-how and institutional know-how

that sits in the intersection between boundary spanning and supplier development.

[view paper \(if available\)](#)

Upstream or Downstream? Suppliers-Customer CSR Performance Links

Author: **Maretno Agus Harjoto**; Pepperdine Graziadio Business School

Author: **Robert Lee**; Pepperdine Graziadio Business School

Author: **Michael Thomas Paz**; Cornell SC Johnson College of Business

This study examines corporate social responsibility (CSR) performance between suppliers and customers within supply chain networks. Based on the spillover and stakeholder pressure theories, we argue that there is a spillover of CSR performance between suppliers and customers as well as downstream-upstream pressures to satisfy stakeholder demands for stronger CSR performance. Using a sample of 5,451 suppliers and 2,520 customers of U.S. firms from 1993 to 2013, we find evidence to support our hypothesis. We find that CSR performance in downstream (customers') CSR influences the CSR performance of the upstream (suppliers') supply chain partners but not vice versa. While extant literature in the supply chain has examined the suppliers-customers' research and development innovations, our study extends this literature to suppliers-customers' social innovations by establishing a link between suppliers and customers CSR performance through supply chain networks.

[view paper \(if available\)](#)

The Dark Side of the Purchasing Agent

Author: **Manuela Santos**; UNISINOS U.

Author: **Iuri Gavronski**; UNISINOS U.

Unethical practices are widespread in firms. In the purchasing activity can occur frauds such as bribery, and inflated expense reimbursements. Thus, firms try to protect themselves with the code of ethics. However, unethical practices among firms continue

positively influences innovation sourcing and adoption outcomes. However, such effects are negatively moderated by factors pertaining to processes and mind sets within public buying organisations, intermediaries' own limitations and institutional inertia resulting from misaligned innovation and public procurement policies.

[view paper \(if available\)](#)

Unpacking the Interplay Between Process Improvement Approaches and Product Innovation

Author: **Rima Al Hasan**; U. of Jordan

Author: **Pietro G. Micheli**; U. of Warwick

This paper explores how organizations manage the interplay between process improvement (PI) approaches, such as lean, Six Sigma and total quality management, and product innovation. Using a qualitative multiple-case study method, four different configurations for managing the interplay between PI and innovation - "strategic and holistic", "facilitating and empowering", "operational", "project-based" - emerged from the analysis and their associated mechanisms were identified. In the organizations considered, the interplay between PI and innovation was managed primarily through integration in the "facilitating and empowering" and "strategic and holistic" configurations, and through separation in the "operational" and "project-based" ones. Additionally, PI was found to enable innovation if loosely integrated in the innovation process. On the contrary, if PI is tightly integrated in the innovation process, it might constrain radical innovation. The findings of this research go beyond a single view of PI and provide empirical evidence on the varied and sometimes paradoxical uses of PI in either triggering or hindering different degrees of product innovation.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

to exist, and the code of ethics is not sufficient to end these practices. Thus, this paper analyzes the effect of nonconscious ethical priming as a way to increase ethical decisions by purchasing agents. We elicited the ethical subconscious priming using self-concept maintenance and the Reynolds' neurocognitive model. In addition, we tested the wrongdoing environment's influence on the ethical decision-making process as the Cialdini effect: "when a lot of people are doing something, it is the right thing to do". We applied two experimental studies. Our results showed that nonconscious ethical priming increases ethical decisions, and wrongdoing environment engages dishonest acts. These findings provided potential managerial features to engage ethical decisions when codes of ethics do not always work.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

PNP

Performance Measurement and Management - 2 (session 1417)

How Organizational Power and Affective Experience Shape Identity

Author: **ByeongJo Kim**; California State U., Chico
Author: **Jonghwan Eun**; Korea National Open U.

While the effect of organizational prestige on members' organizational identification has been overestimated, the potential role of individual experience stimulating positive affect has not been well-explored. The present study examines the effect of perceived satisfaction with interpersonal relationships as an individual-level affective antecedent on organizational identification among government employees. We also investigate the agency power of public organizations as an organizational-level determinant of members' identification with the organization. A multilevel modeling analysis using government employee data from forty-one departments in the South Korean national government demonstrates a significant

SAP

The Life of Things: Materiality, Tools, and Technology Sustenance (session 1418)

Interplay of Digital Visualizing Tools and Frontline Employees' Strategy Work

Author: **Bijan Azad**; American U. of Beirut
Author: **Fouad Zablith**; American U. of Beirut

The research on the role of visualization in strategy work is maturing. However, the emphasis has been on strategy making by the top management and the role of visualization artifacts as a whole in that process. The study of digital visualizations and the role that their specific features play especially within strategy realization work of frontline employees is less common and largely an open question. We draw on a qualitative interpretive case study of how digital visualization tools were employed by frontline employees within an university in order to implement strategic turnaround by transforming its curriculum to reverse quality drift, stop enrollment decline, and gain international accreditation. The

association between an affective antecedent (i.e., relationship satisfaction) and organizational identification. However, using an exogenous measure of organizational power (i.e., public agency power), the well-known association between organizational power and members' organizational identification appeared to be insignificant; only moderating effect was significant with small effect size. We discuss the theoretical and practical implications of the findings.

[view paper \(if available\)](#)

Evolution of Employee Performance Management in the U.S. Federal Agencies

Author: **Hyung-Woo Lee**; Hannam U.

Author: **Peter J. Robertson**; U. of Southern California

Despite the prevalent pessimism about the effectiveness of performance management in the public sector, U.S. federal government have endeavored to improve the implementation practices of employee performance management. Drawing from the organizational change perspective, this study examines whether the perception of appraisal fairness and feedback quality has improved over the last ten years. Also, it investigates if the impact of employee performance management on work effort has increased. Analyzing the Federal Employee Viewpoint Survey from 2010 to 2019, it is demonstrated that the perception of appraisal fairness and feedback quality has gradually improved over the last decade and so does the effect size of employee performance management on work effort.

[view paper \(if available\)](#)

How Governance Paradigms and Other Drivers Affect Public Managers Acceptance of Innovation Practices (WITHDRAWN)

Author: **Alberto Peralta**; U. of Alcalá (Spain)

Author: **Luis Rubalcaba**; U. of Alcalá (Spain)

Author: **Javier Carrillo-Hermosilla**; U. of Alcalá (Spain)

With this research, we integrate the determinants

study findings show how digital visualization tools (i.e., four Linked Data visualizations representing curriculum maps) and the associated features (i.e., incorporating non-narrative, network depiction and adaptive interface functionalities) contributed to the realization phases of strategy understanding and strategy enactment. In particular, the study shows that, the interpretation of strategy appeared to be aided by three affordances affectivity, relationality and interactivity of visualization tools/features. Our study further shows that frontline employees work on strategy enactment was shaped both via legibility affordances (aiding enactment of strategy consistent with the original intent) as well as enunciability affordances (enabling enactment of strategy beyond originally intended). We contribute to the literature by proposing a framework that highlights how visualizations/features can (1) lubricate the strategy interpretation within the understanding phase of strategy realization; and (2) either guide frontline employee participation via legibility affordances or spark re-thinking of strategy via enunciability affordances within the enactment phase of strategy realization.

[view paper \(if available\)](#)

A Theory of Practice Beyond the Human: From Doings with Things to Doings as a Tendency of Things

Author: **Yassine Talaoui**; U. of Vaasa

Author: **Marko Kohtamäki**; U. of Vaasa

The treatment of the material in practice theory either follows a post-Wittgensteinian 'human/material' asymmetry, a Latourian 'human-material' symmetry, or a Baradian (human material) entanglement. Practice scholars suggest three views of the material: a passive knowable, a mediator enacted when used, or a protean entity with humanlike characteristics. Their accounts challenge any exploration of the interrelationships of the material and the human in the reproduction of social orderliness and reality without sloughing off representation or material agency. In response, we aim to rehabilitate the status of the material in practice theory by developing a theoretical view of materiality as a semiotic process that provincializes language and decolonizes representation from the

driving the decisions of public managers towards opting for an innovation practice to achieve public goals. After our exploratory analysis dealing with those determinants on a sample of 227 Spanish public managers, we formed a behavioral model that can answer to a large extent – $R^2: .85$ – the question what influences the use of a more conventional, linear innovation practice, or a more complex, circular, collaborative practice to change, update or create public services. Using parametric and non-parametric tests we can see for the first time how the connection of determinants like Governance Paradigm, Effort Expectancy, Habit or Performance Expectancy work and influence managers and innovators behavior. Also, we present what dynamics influence Behavioral Intention and Usage and how different manager groups – more prone to conventional practices or leaning towards citizen involvement – behave towards the acceptance and use of innovation tools. Still, this is an exploration of this very novel field, and our analyses have detected certain determinants that are not relevant for every managerial group in the public innovation context when they should be, most specifically social influences.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

realm of human language. We term our ontological exploration a theory of practice beyond the human and show its merit through an illustrative review of 197 articles on the practice of strategizing and big data analytics. Our analysis reveals two absent forms of big data analytics that produce social orderliness in the practice of strategizing: the distribution of aggregate data describing the context of strategizing and the flow of social consequences reshaping the doings of strategizing. We build on these insights to theorize the doings of practice, namely strategizing, as a tendency of things and offer suggestions to reach the full potential of the material turn in practice through an ontology beyond the human.

[view paper \(if available\)](#)

The Place of the Material for Organizational Practices

Author: **Maja Tampe**; ESADE Business School

How does materiality shape organizational practices and vice versa? While this question has garnered increasing attention from scholars of practice theory and of strategy-as-practice, it remains unclear how materiality and practices become intertwined. To better understand this process, I use concepts from practice theory to trace their relations, drawing on data collected between 2014 and 2019 from over 100 interviews and participant-observation with agribusiness organizations in Brazil. A prospective finding is that practices and material arrangements are connected through a practice of articulating materiality, through making meaning of materiality and taking actions that open a space for future possibilities intended to be aligned with meaning making. This practice is meant to get material arrangements back on track when there is a breakdown. Specifically, for an example of water management, the practice entails to make present apparent solutions to a water crisis and thus to mitigate materiality. For an example of waste management, the practice entails to make waste absent and thus to purify materiality. Importantly, the situated use of this articulation practice brings forth different material arrangements. Overall, this paper contributes the concept of an articulation practice to a small, but growing stream of work on

SIM

Civil Society and Markets (session 1419)

Roles and Dynamics of State Actors and Civil Society Organizations in Company-Community Conflicts (WITHDRAWN)

Author: **Chang Hoon Oh**; Simon Fraser U.

Author: **Simon Pek**; U. of Victoria

Author: **Jiyoung Shin**; Groningen U. (RuG)

Drawing on resource dependency, stakeholder management, and social movement literature our study identifies how the orientation of state actors and involvement of civil society actors affect conflict intensity between mining companies and communities. We also examine how vertical and horizontal inequalities can worsen power imbalance and increase conflict intensity. By using a hand-collected multi-source dataset of 453 global mining conflicts between 2002 and 2013, we found that state actors' pro-social orientation lowers the conflict intensity while their pro-development orientation increases the conflict intensity when combined with the involvement of civil society organizations. Findings also show that societal horizontal and vertical inequalities increase the conflict intensity when both civil society organizations and state actors are involved because inequalities will weaken collaborations among parties.

[view paper \(if available\)](#)

Institutional Drivers Influence on CSR Engagement: A Comparison of Developed & Developing Economies

Author: **Abdulla Al Mamun**; U. of Wollongong

Author: **Michael Seamer**; U. of Newcastle

materiality and organizations.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

SIM

ONE

Hybrids and Hybrid Organizing for Sustainability (session 1421)

It is notable to see how management scholars have started to investigate sustainability issues. With regard to the history of management research, this phenomenon is very recent and, thus, there is much to investigate. In particular, we do not know how organization and management theories can help to address the grand challenges of modern times. Reversely, it is still unclear how sustainability issues question and help improve managerial practices and theories. At the intersection of these two questions, this symposium aims to start a discussion on the role of hybrid organizations in the context of sustainable development, and on the strategies making hybrid organizing work. Hybrid organizations are part of new organizational forms that replace "or" by "and", create bridges and outreach traditional organizations that prove their failure to meet social and environmental requirements. This symposium brings together theoretical and empirical researches reflecting the diversity of grand challenges with data from renewable energy cooperatives, local food hubs, microfinance organizations, social entrepreneur coworking spaces, cooperative platforms and public-private partnerships. They not only critically examine the concept of hybridity in various empirical contexts but also highlight in how far hybrid organizing may contribute to develop solutions for sustainability challenges of modern times, and where this analytical framework needs to be improved.

The Restoring of Institutional Logics and the Engagement of Grand Challenges

Ali Aslan Guemuesay; U. of Hamburg

Laura Claus; U. College London

Author: **Qaiser Rafique Yasser**; Preston U., Pakistan

This study investigates the effects of institutional qualities on Corporate Social Responsibility (CSR) engagement from a global perspective. We examine CSR engagement across 83 developed and developing economies focussing on four potential institutional drivers: (a) the rule of law, (b) economic financial development, (c) human capital formation and, (d) exposure to international trade. We find that the level of human capital formation and exposure to international trade is positively associated with CSR engagement in both developing and developed economies. However, the rule of law was only associated with CSR engagement in developing economies while the level of economic financial development was only associated with CSR engagement in developed economies. We conclude that improving the level of human capital formation and encouraging international trade is important for the overall social well-being of all economies while developing economies can further encourage CSR engagement by enhancing their rule of law.

[view paper \(if available\)](#)

The Consequences of Creating Markets to Address Social Problems

Author: **Diana Jue-Rajasingh**; U. of Michigan

The use of venture philanthropy to address social problems has become an increasingly popular model of international development. This study examines the efforts and consequences of venture philanthropists that are working to promote the adoption of products that address complex problems. Through an inductive study consisting of qualitative archival data, interviews, and field observations, I document the emergence of an emerging market in East Africa and present evidence of how actors (entrepreneurs, intermediaries, and national governments) are affected by the institutional model of venture philanthropists. I then comment on how this has altered – or stifled – the trajectory of the emerging market.

[view paper \(if available\)](#)

John Matthew Amis; U. of Edinburgh

Transforming from Within or Building an Alternative?

Marya Besharov; Oxford U., Saïd Business School
Bjoern C. Mitzinneck; Groningen U. (RuG)

Inside Hybrid Organizations: The platform Cooperatives

Mélissa Boudes; Institut Mines-Telecom Business School, LITEM, U. Paris-Saclay, France

Cross-pollinating at the Beehive: Embracing Hybridity at a Social Entrepreneurship Coworking Space

Julie Fabbri; Cnrs - Ecole Polytechnique of Paris
Benjamin Huybrechts; EMLYON Business School

Employee Tenure and Staff Performance: The Case of Social Enterprise

Naome Otit; U. of Adger
Cécile Godfroid; UMONS-CERMi
Roy Mersland; full professor

Cross-sector Collaboration to Tackle Grand Challenge?

Martin Sievert; U. of Mannheim
Alexander Pinz; U. of Mannheim
Bernd Helmig; U. of Mannheim

Asynchronous

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

In Search of a Western Relational Management Paradigm: Past Research Paths and Future Directions

Author: **Audrey-Anne Cyr**; HEC Montreal

Increasingly, researchers and prominent consulting firms call for the adoption of a relational approach to management in western organizations to reach out with eastern businesses and cope with eastern growing economies. An imposing number of articles published lately in management, organizations and strategy fields suggests already the existence of a relational approach to management in the Western world. In that respect, before adopting a relational approach to management adapted to eastern business, an introspective reflection must be done to understand the western relational nature of management. In search of a western relational paradigm, this literature review synthesizes how management scholars have problematized, conceptualized and represented relational issues in management studies for the last 20 years. Two forms of paradigms are identified based on two different sets of assumptions of human beings and economic life embodied in Granovetter's view of embeddedness and Polanyi's substantivism perspective.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

**Metaphors, Fame, and Perceptions
(session 1420)**

Too Much of Good Things: Addressing the Shape of Relationship Between Media Sentiment and IPO Outcome

Author: **Jiaju Yan**; Baylor U.

Author: **Xinran Joyce Wang**; U. of Missouri

Author: **Lei Xu**; U. of Wisconsin, Whitewater

Author: **Codou Samba**; U. of Tennessee

STR

**Board Committees and Board Task
Performance (session 1424)**

Where the Work Gets Done – The Effects of Committee Composition on Firm Performance

Author: **Simone Maria Eulitz**; LMU Munich

Author: **Felipe Calvano Da Silva**; U. of Missouri, Columbia

Author: **Karen Schnatterly**; Virginia Tech

Author: **Manfred Woelfle**; Ludwig Maximilian U. of

The influence of mass media sentiment on newly listed firms' IPO performance has received increasing attention in management research. However, prior literature assumes the positive role of media sentiment in investors' evaluation of the IPO firm. It overlooked the potential downside of the excess level of positive media sentiment. Based on social cognition theory, we contribute to this growing body of research by theorizing and testing a curvilinear relationship between media sentiment and firms' IPO performance. Further, from a social cognitive perspective, we argue that this curvilinear relationship is being moderated by external information cues such as IPO market conditions. Drawing a representative sample of newly listed U.S. initial public offerings from the year 2010 to 2018, we found supports for the proposed inverted U shape relationship between media sentiment and IPO performance. However, such a relationship is being moderated by IPO market conditions. Our framework and findings highlight the complexity and dynamics of media influence on IPO performance.

[view paper \(if available\)](#)

The Role of Champion Metaphors in Business and Stakeholder Relationships: An Exploratory Case Study

Author: **Elisabet Garriga**; EADA Business School

Based on an exploratory case study, we describe the role of metaphors in specific business and stakeholders relationships, which have never been researched before. Especially we focus on one type of metaphors, the champion metaphors those that following Rorty's definition promote social progress and social hope. As a result of the case study in Specialisterne, we found that the champion metaphor, the dandelion metaphor, helped to promote a change in all not only for stakeholders' perceptions but also for the Specialisterne' stakeholders have themselves in turn integrated people with autism or any other socially excluded groups into society. Several examples for each stakeholder have been provided such as suppliers, like Lego, who have launched new product lines for groups that were socially excluded, children with

Munich (LMU)

There is an emerging consensus that the work of the board is done in committees (Kolev, Wangrow, Barker III, & Schepker, 2019). There are different types of committees on boards with differing charges. Yet there is sparse evidence as to how and how well these committees work. Investigating board committees from an attention-based view (Ocasio, 1997), we argue that committee heterogeneity is a powerful means to focus director attention on the specific task of a committee. By differentiating between tasks where directors need to be able to broadly scan the environment for opportunities and board tasks where directors need a very domain specific kind of knowledge we argue that firms whose committee composition is reflective of the requirements of the committee's task, where the attention of the members is appropriately focused, will see positive firm performance. Based on an analysis of board committees, our results suggest that committee heterogeneity has varying effects on firm performance depending on whether a committee is required to focus attention on one domain specific task or whether a committee needs to distribute attention widely to meet the requirements of broad and complex tasks.

[view paper \(if available\)](#)

Eliminating Shiny Objects: Technology Committee Presence, Composition, and Innovation

Author: **Brent Clark**; U. of Nebraska, Omaha

Author: **Karen Schnatterly**; Virginia Tech

Author: **Felipe Calvano Da Silva**; U. of Missouri, Columbia

Author: **Karen Ashley Gangloff**; U. of Missouri, Columbia

Author: **John Berns**; U. of Mississippi

Author: **Cynthia E. Devers**; Texas A&M U., College Station

Author: **Richard A. Johnson**; U. of Missouri

The majority of the board's work is done in committees. In addition to the three required committees (Audit, Compensation, and Governance/Nominating), boards often adopt optional committees to support the firm's strategic

autism and other disabilities, which improve their social and communication skills through playing therapy or customers like SAP, launching a worldwide program to include people with all type of disabilities. We conclude with a new management task for managing business-stakeholder relationships: business should identify what kind of metaphors they could promote among their stakeholders to take care of and integrate socially excluded groups into society. Of course, this requires a change in their business models and a change in their stakeholder relationships. Then, businesses will promote social progress and social hope.

[view paper \(if available\)](#)

Save the World but Ignore the Fellows? Selective Engagement in CSR of Celebrity CEOs

Author: **Jiangyan Li**; Sun Yat-Sen U.

We attempt to provide a novel view of the antecedent of selective engagement between external and internal CSR of firms. Specially, we investigate the influence of becoming a celebrity (e.g., winning a CEO award) on the CEO's intention to conduct corporate philanthropy (i.e., external CSR) or employee-related CSR (i.e., internal CSR). We find that, after becoming a celebrity, CEOs will conduct more corporate philanthropy because they attempt to maintain their social status among the social audience; and CEOs will do less employee-related CSR after becoming a celebrity because winning an award has already established their legitimacy inside the firm so that they feel unnecessary to do employee-related CSR. Furthermore, the media coverage strengthens the effects of CEO celebrity on corporate philanthropy and employee-related CSR. Findings from this study contribute to CEO social acclaim research and CSR literature by proposing the role of CEO celebrity in triggering firms' selective engagement in CSR.

[view paper \(if available\)](#)

Tipping Points: When are Little Things Just Little Things?

focus. Yet, the impact of these optional committees and the importance of their composition has largely remained unexplored. In this paper, we explore the technology committee because of its rise in popularity and the growing need for firms to be innovative. Drawing upon the attention based view and upper echelons theory we explain how the formal structure of a technology committee focuses the attention of its members and improves firms' innovation outcomes. Further, we examine the composition of the technology committee—the inclusion of board members with the ability to focus on technology-related issues (e.g., technology experts) and those with the need to focus (e.g., busy directors)—on the committee's influence on the firm's innovation. Our results indicate that firms that adopt technology committees experience higher subsequent innovation. Moreover, the structure of a technology committee provides a necessary focusing mechanism for busy directors who might otherwise be distracted; busy directors on a technology committee are positively associated with subsequent innovation. Surprisingly, however, technology experts' membership on a technology committee is not always advantageous and is contingent on commitment of firm resources to the innovation processes. Overall, our findings highlight the importance of optional board committees and offer a practical guide to structuring boards in ways that result in greater innovation output.

[view paper \(if available\)](#)

The Influence of Board Institutional Expertise on Firm Performance

Author: **Georg Guttman**; U. of St. Gallen

Boards are an organizational rejoinder to the firm's external environment. Yet, relatively little attention has been paid to boards' role in managing pressures emanating from the diverse institutional environments facing the multinational firm. We predict that outside directors' exposure to institutionally dissimilar contexts represents a previously overlooked source of information, skills and networks that will improve their collective ability to exercise board service. In our longitudinal, cross-industry sample of European firms, we find board institutional expertise to be the strongest board-

Author: **Elise Perrault**; College of Charleston

Author: **Patrick Joseph McHugh**; Brown U.

Author: **August Guang**; Brown U.

Author: **Andras Zsom**; Brown U.

The definition of a “tipping point” suggests a moment in time when a series of small changes creates a disproportionately large effect. In its original scientific reference, a tipping point implies a change that is irreversible and beyond our control - such as the spread of an epidemic. Following Gladwell’s popular book “ The tipping point: How little things can make a big difference” (2000), the phrase has become a catch-all sensemaking device to reference complex social phenomena that trigger our epidemiological imagination – from the idea that something is “going viral” to innovative changes in business models. In this article, we seek to better understand the defining features of the phenomena that individuals perceive as tipping points in social science. We conduct an experiment with 178 subjects analyzing 32 potential tipping points; we utilize advanced machine learning methods as we enlighten the dynamic relationship between the characteristics of the perceiver and their perceptions of the phenomena in defining when a tipping point is believed to occur. This is the first empirical study to the authors’ knowledge designed to investigate the concept of tipping points and what they mean to the individuals who perceive them. The implications of this preliminary effort conclude this article.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

level predictor of firm performance. We also find that the effect is weaker when outside directors serve on multiple boards, lending support to our prediction that busyness strains the capacity required to fully utilize board expertise in shaping organizational outcomes. Overall, our work suggests that the versatility of institutional perspectives and experiences represented at the board may be a thus far understudied strategy to mitigate uncertainty and dependency with the firm’s external environment.

[view paper \(if available\)](#)

Outside Director to Executive: A New View of the Resource-Provision Role of Directors

Author: **Inn Hee Gee**; Texas A&M U.

Author: **Albert Cannella**; Texas A&M U., College Station

Our study examines how and why outside directors of firms sometimes accept senior executive roles in those firms, thus converting from outside directors to inside directors. We approach this research question from two levels of analysis: the firm level and the director level. At the firm level, we develop theory to predict that boards utilize outside director appointments when there is a dearth of inside candidates and when firm performance is poor. At the director level, we predict that ongoing executive service in another firm is negatively associated with the conversion, while former executive experience is positively associated with the conversion. Similarly, not-for-profit executive experience is negatively associated with the conversion, while private firm executive experience is positively associated with the conversion. We describe the conversion from outside director to executive as a new way of fulfilling the board’s resource provision role. In addition, we describe how boards manage information asymmetry during selection processes by integrating resource dependency theory and agency theory. Using all outside director appointments in BoardEx, we contribute to strategic leadership research by exploring the role conversion from outside director to executive.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Evolution and Implications of Organizational Structure (session 1425)

Developing a Model of Antecedents to Middle Managers' Strategic Role Conflict

Author: **Hector R. Flores**; California State Polytechnic U., Pomona

Strategic role conflict has been identified in the literature as a hindrance, even an impediment, to effective middle-management involvement in strategy. Despite a growing body of theoretical work by scholars on the strategy process, there has been limited empirical research of the antecedents of strategic role conflict. This study explored the effects of middle managers' demographic characteristics, the nature of their position within the organization, the quality of their relationships with top management, and the extent of dissimilarity of environmental perceptions between the middle manager and their top manager on the middle manager's experience of strategic role conflict. A large, global manufacturing company based in the United States participated in the study. Survey data was collected from 249 middle managers at four organizational levels within two divisions. Two structural models were tested. Data showed that the more parsimonious model was not supported while the less parsimonious model was supported. Results indicated that key predictors of middle manager's strategic role conflict were the amount of boundary spanning that middle managers engage in as part of their jobs, the extent of disparity in their perception of the products and factors markets vis-à-vis top management, the frequency of their direct communication with their top manager, the amount of mutual trust between the top middle manager and the top manager, and the amount of disparity in the feelings of mutual affect between the middle manager and his/her top manager.

[view paper \(if available\)](#)

STR

Labor Market Strategy (session 1427)

Knowledge Integration Across Industry Boundaries: Which Firms Leverage Other Industry Experience

Author: **Nachiket Bhawe**; U. of North Carolina Pembroke

Author: **Shaker A. Zahra**; U. of Minnesota

In the modern 'gig economy', firms increasingly develop innovative new products using temporary one-off project teams that comprise individuals with intra-industry and cross-industry knowledge. Drawing on the knowledge integration literature and using an extensive database spanning two industries, we show that the type of firm experience (complementary vs. own industry experience) and the role structure of project teams influences the development of innovative new products. Greater experience in a complementary industry intensifies the effect of cross-industry knowledge on the development of innovative games, when firms employ 'boundary spanning' roles in their project teams. Meanwhile, firms' greater "own industry" experience increases the effect of intra-industry knowledge on the development of innovative games, primarily for those firms that rely on hierarchical roles in their project teams. Keywords: Knowledge integration, Firm experience, Innovation, New product development, Project teams, Gig economy

[view paper \(if available\)](#)

(How) Do Risky Perks Benefit Firms? The Case of Unlimited Vacation

Author: **Jiayi Bao**; UNC-Chapel Hill

This paper addresses the recent trend of offering unlimited vacation to employees. While potentially useful for acquiring human capital benefits, unlimited vacation is a risky perk for firms due to

Strategic Partial Misting: The Linkages Between Modularity, Value, and the Mirroring Hypothesis

Author: **Nicholas Burton**; Northumbria U.

Author: **Peter Galvin**; Edith Cowan U.

The mirroring hypothesis suggests a correspondence between product, firm and industry architectures, however, empirical support to date has been mixed. We suggest that the inconsistent results can be attributed to whether mirroring studies utilized a 'weak' or 'strong' test of mirroring and which organizational tie is used to measure its presence or absence. Drawing upon a study of the UK pensions industry, we break new ground by examining mirroring across time, for different types of product architecture, and using three different organizational ties. Given the 'misting' literature has almost exclusively highlighted technological contingencies, we observe that 'value' characteristics at the product component or sub-system level of a product create a contingency that sees firms either choose to mirror or strategically break the mirror ex-ante. Our longitudinal study highlights how product and industry architectures change over time according to different stimuli and that mirroring similarly evolves in response to strategic choices.

view paper (if available)

Pluripotent Digital Ventures and Their Paths to Product-Market Fit in New Markets

Author: **Shi Ying Lim**; National U. of Singapore

Author: **Douglas Hannah**; Boston U. Questrom School of Business

Ventures are pluripotent in their early years. Pluripotentiality refers to the absence of fixed developmental potentialities (i.e. ventures can take multiple paths to different outcomes).

Entrepreneurs have to coordinate many choices across multiple domains to find product-market fit (PMF). While PMF has been discussed in the practitioner literature, it is not clear how ventures coordinate the market and product choices to find PMF in the early years. This is important given the degrees of freedom but limited resources early

the possibility of abuse. Does unlimited vacation actually benefit firms? If so, how? And what are the contingencies based on organizational conditions? I explore the phenomenon in three empirical settings. Setting 1 provides background on macro-patterns of unlimited vacation adoption based on qualitative online benefits reviews. Setting 2 illustrates what unlimited vacation does to employees in a large high-tech company through a difference-in-differences design. I find that the perk leads to more vacation time and higher subjective productivity; the latter effect is much larger in close-knit teams but becomes negative in teams with weak interpersonal relationships. In Setting 3, I conducted a randomized controlled trial with two experiments and hired online workers for a month-long job to cleanly examine the effects of unlimited vacation on firms by itself (n=631). In Experiment 1, I varied worker type (high- vs. low-performers), work contract (unlimited vacation, capped vacation, or a choice between the two), and firing threat (strong vs. weak). In Experiment 2, I introduced additional treatments to separate out the vacation feature from other typically bundled practices in the unlimited vacation contract. I find that unlimited vacation leads to higher overall labor efficiency through three channels: (1) attracting more high-performers during recruitment, (2) increasing worker productivity in the performance stage, and (3) inducing extra work from more engaged and happier workers. A strong firing threat conditional on performance reduces the slacking rate. A performance-oriented bundled system strengthens the performance gains, but unlimited vacation also improves productivity by itself. This paper demonstrates how managers can create a highly skilled, productive, and motivated workforce through the perk of unlimited vacation. It further highlights the contingencies based on social dynamics, bundled HR practices, and the culture for punishing under-performance.

view paper (if available)

Hiring for Knowledge or Skills: How Do Firms Use Scientific Human Capital Acquired from Academia?

Author: **Michael Blomfield**; U. of Massachusetts - Amherst

ventures have. Using a multiple-case study of five digital ventures in the U.S. healthcare ecosystem, our analysis reveals three paths ventures take to structure their search for PMF. We discuss the flexibility afforded by digital products and the duality between choice and commitment. We contribute to research on entrepreneurial choice in strategy formulation and link these observed paths to “adjacent conversations” in the broader strategy literature.

[view paper \(if available\)](#)

Hierarchy to Self Management: How Unmoored Managers Cope with Transformation of Organizational Form

Author: **Eleunthia Wong Ellinger**; La Salle, U. Ramon Llull

Self-management has become an attractive option in the range of available organizational structures for companies seeking innovative and entrepreneurial outcomes. Thus, some firms existing previously as hierarchies are converting to more non-hierarchical structures whose core tenet is self-management. A yet unanswered question in the literature on post-bureaucratic organization is: How do managers, as a significantly impacted category of organizational actors, cope with this organizational transformation to self-management? We conducted an in-depth field study in a large US-based IT firm undergoing such transformation. Our results reveal a range of emergent behaviors of managers “unmoored” by the organization’s conversion to self-management. We detail these emergent behaviors and build a temporal process model. Our findings have implications for researchers investigating self-management phenomenon and practitioners seeking effective self-management implementation.

[view paper \(if available\)](#)

Asynchronous

[RESEARCH](#) [PAPER SESSION](#) [ASYNCHRONOUS](#)

STR

Networks, Industries, and Alliance

Academic scientists develop deep topic knowledge in highly specialized niches. However, they also develop extensive skills used to carry out advanced research in their fields. The literature has typically focused on a generalist-specialist distinction in topic knowledge when seeking to understand how firms benefit from hiring scientists from academia. In this paper, I propose an alternative distinction between two dimensions of scientific human capital: topic knowledge and scientific research skills. I build on prior literature on scientific careers and the logic of scientific inquiry to analyze how each dimension can provide value to firms in corporate research. I argue that, relative to academia, firms will value flexibility in applying scientists’ human capital and eschew projects with greater potential divergence in commercial and scientific value. This, in turn, will shape the relative returns to topic knowledge and scientific research skills in firms’ human capital strategies. I test my arguments empirically using longitudinal data on U.S. scientists working in stem cell research. I show that academic scientists transitioning to industry employment have more conceptually diverse subsequent research output. This is consistent with industry placing a higher value on the scientific research skills of academic hires in their human capital strategies. It contrasts with a view in which firms hire experienced scientists with the primary intention of exploiting their highly specialized, but narrow, topic knowledge for commercial purposes. I also use my findings to draw implications on how the division of scientific labor between industry and academia affects knowledge accumulation in ‘Pasteur’s Quadrant’ where basic science and use-inspired research overlap.

[view paper \(if available\)](#)

Asynchronous

[RESEARCH](#) [PAPER SESSION](#) [ASYNCHRONOUS](#)

STR

Non-Market Strategies and the

Formation (session 1423)

The Effects of Supply Networks on Firm Competitive Behavior

Author: **Mengge Li**; U. of Texas at El Paso
Author: **Xiaojin Sun**; U. of Texas at El Paso
Author: **Yang Yang**; U. of Texas at El Paso

This study bridges strategic management and supply chain management domains by examining how firms' structural characteristics in supply networks influence competitive dynamics. We theorize causal relationships between a firm's network centrality and its competitive aggressiveness. We then extend the theory to the dyadic level and theorize that interfirm competitive dynamics can be explained by the differential network structure between rival pairs. Findings show that: 1) firms with both low and high centrality in supply networks tend to take more but simpler competitive actions compared to those with moderate centrality; 2) when a pair of rivals occupy network positions with similar centrality, they compete more intensely using similar actions.

[view paper \(if available\)](#)

The Impact of Outside Partnering Opportunities on Alliance Termination Decisions

Author: **Nina Hampl**; Alpen-Adria U. Klagenfurt, Austria
Author: **Werner Helmut Hoffmann**; WU Vienna U. of Economics and Business
Author: **Tobias Knoll**; WU Vienna

Nascent scholarly work has found support for the negative impact that alternative partnering opportunities exert on the stability of established alliance relationships. Still, little is known about how the characteristics of both the existing as well as the alternative partner influence a firm's propensity to switch alliance partners. Drawing on a dataset of 2,400 hypothetical decisions made by 120 alliance executives, we show that relational embeddedness and partner-specific investment in an established alliance act as cohesive forces and thus decrease the propensity to terminate the alliance and pursue an outside partnering opportunity. The effect of

Pursuit of Multiple Goals (session 1422)

Hazards of Probity: The Comparative Assessment of Governance

Author: **Joseph T. Mahoney**; U. of Illinois at Urbana-Champaign
Author: **Jiayue Ao**; U. of Illinois at Urbana-Champaign
Author: **Eva Christina Anguiano-Herbolzheimer**; U. of Illinois at Urbana-Champaign
Author: **Hyeonsuh Lee**; U. of Illinois at Urbana-Champaign

Despite widespread use of private firms to deliver correctional services in the United States, little is known about the relative benefit of contracting in this context. This paper uses transaction cost economics to consider the provision of public goods by private firms when hazards of probity are high. We submit that writing and enforcing contracts to operate prisons in the public interest is challenging due to divergent incentives, and we highlight how private firms affect correctional outcomes. Preliminary results from both quantitative and qualitative analyses suggest that contracting out correctional services leads to quality shading, resulting in higher recidivism rates compared to public prisons. We provide an avenue for future research by reviewing existing empirical studies on the comparison between public and private prisons.

[view paper \(if available\)](#)

Direct vs. Indirect Corporate Political Activity: Political Contributions and Government Financing

Author: **Ivana Naumovska**; INSEAD
Author: **Vikas A. Aggarwal**; INSEAD
Author: **Wan Wongsunwai**; Chinese U. of Hong Kong

Prior research offers mixed empirical evidence on the performance benefits of corporate political activity (CPA). We offer a mechanism that can partially explain and disentangle these mixed findings— specifically, the reputational concerns of the political targets of such activity. Focusing on the particular context of campaign contributions to politicians, we argue that the efficacy of political

relational embeddedness is, however, attenuated in highly dynamic and complex industries, as decision makers seem to favor flexibility over commitment if environmental uncertainty is high. The implications for research on contextual factors in alliance termination decisions are discussed.

[view paper \(if available\)](#)

Exogenous Shocks as Enablers of Peripheral Firm Entry

Author: **Leonardo Corbo**; U. of Bologna

Author: **Raffaele Corrado**; Department of management, Bologna U.

Author: **Simone Ferriani**; U. of Bologna

We study how exogenous disruptions create entrepreneurial opportunities for peripheral firm progression toward the industry center. Following negative exogenous shocks, we argue that firms often modify their collaborative behavior in an effort to overcome the temporary shortcomings associated with shocks. Such shocks, we argue, create greater incentives to form alliances with partners that complement rather than replicate firms' existing resource pool. In this scenario, we contend that distantly-located (i.e. peripheral) firms can deploy specific relational tactics that, if successful, can ultimately lead these firms to advance closer to the industry center. Drawing on almost a decade of data on the global airline industry, we illustrate the process of peripheral firm advancement towards the industry center by considering the 9/11 terrorist attacks as a turning points that shaped the opportunity structure and the trajectory of the airline industry. Our findings confirm that exogenous shocks influence and enable peripheral firm entry.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

contributions (from the perspective of the donating firm) can be explained by both the willingness and ability of the recipient political candidate to engage in quid pro quo actions benefiting the donating firm. Heterogeneity in willingness arises from the threat to the recipient of misconduct perceptions that can arise due to third-party monitors, while heterogeneity in ability arises from the position of the political recipient in networks of influence in decision-making or governing bodies that control resources of value to the focal donating firm. Taken together, our arguments highlight the varying implications of direct versus indirect channels of political influence. In particular, indirect channels, which are more opaque, can be more effective. We test our arguments in the context of the Small Business Innovation Research (SBIR) program, a government-run program in the U.S. that provides early-stage financing to start-ups in the form of financial grants.

[view paper \(if available\)](#)

Who Creates the Norm?: In Case of Corporate Philanthropy in Contentious Social Issues

Author: **Haram Seo**; U. of Minnesota

While the influence of institutional norms has been well documented in the CSR and corporate philanthropy literature, the question of where such norms come from and who creates them in the first place remains unanswered. In this paper, I develop an initial answer to this question by exploring the possibility that ideology-driven actors may act as institutional entrepreneurs in the market of corporate giving. Results from a uniquely detailed data on corporate advocacy giving by US firms from 2003 to 2015 support my theory; firms with stronger ideological intensity give more, while their pattern of giving is less sensitive to that of others. Such initial investments of ideological actors, which are driven by intrinsic benefits unique to themselves, are closely followed by other, non-ideological actors in the field.

[view paper \(if available\)](#)

Scaling Social Business Hybrids: A Multiple Case Study on the Role of Learning

Author: **Alessandra Luzzi**; BI Norwegian Business School

Author: **Sheryl Winston Winston Smith**; BI Norwegian Business School

Author: **Nicolas Bergin**; BI Norwegian Business School

Author: **Nuttakit Charuschanyawong**; BI Norwegian Business School

Several studies have recently investigated the peculiar challenges faced by ventures that place a social value at the core of their business logic while at the same time building an economically viable entity that aims at growing. In this paper, we analyze the role of non-endogenous learning – not meant as a conscious mechanism aimed at leading to an ‘equilibrium’ between the social and the business logic – in shaping the ventures’ ability to overcome the challenges that come with creating, growing and managing an enterprise with dual ambitions. We propose our findings based on a multiple case study on eight social-business ventures in Norway and Thailand.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Politics, Heuristics, and Firm Scope (session 1426)

Business Strategy and Sustainable Growth of Chinese Firms: Moderating Role of Supplier-Concentration

Author: **Tanveer Ahsan**; Rennes School of Business

Author: **Sultan Sikandar Mirza**; Waikato Management School

The study investigates the impact of supplier concentration on the strategic responses of Chinese listed private firms to attain sustainable growth. The study measures sustainable growth using a comprehensive index based on nine financial

STR

Walking the Sustainability Talk (session 1428)

Talking the Walk or Talking the Talk? Institutional Constrains, Aspiration, and CSR Decoupling

Author: **Kewen Wang**; Qingdao U.

Author: **Weihuan Wang**; Qingdao U.

Firms’ CSR reports may misalign with CSR performance. But less is known about why firms implement CSR decoupling facing tight institutional constrains. From the lens of risk seeking and risk averse argument of the behavior theory of the firm, we construct and test a framework which emphasizes the interaction between institutional

indicators calculated for the period from 2006 to 2017. It introduces supplier concentration as a moderator, to investigate the impact of corporates' strategic responses on their sustainable growth. The results show that the firms adopt a conservative corporate strategy in the presence of higher suppliers-concentration while aggressive strategy significantly improves the firms' sustainable growth. Results also show that higher supplier-concentration has a drag effect on a firm's growth sustainability as it weakens the positive relationship between corporates' business strategy and sustainable growth. The investigation of moderating impact of supplier concentration enriches the literature on corporates' business strategy, and provide valuable insights for corporates' sustainable growth. Our results are robust to time and industry fixed effects as well as alternate proxies of sustainable growth.

[view paper \(if available\)](#)

Search Heuristics and Market Entry: The Impact of Policy Availability on Novel Market Entry

Author: **Holmer Kok**; Stockholm School of Economics

Author: **Nora Balogh**; U. of Liverpool Management School

Whereas prior research highlights that firms rely on competitors' actions and market resource munificence in market entry decisions, the effect of policy availability remains overlooked. In this study, we explore the direct and indirect effects of policy availability on the likelihood of novel market entry. Grounded in the behavioral theory of the firm, we hypothesize that policy availability in a novel market: (1) increases the firm's likelihood of entry into this market and (2) positively moderates the inverted U-shaped relationship between the number of competitors active in this market and the likelihood of entry into it. Analyzing rich data on the market entry activities of 134 wind turbine manufacturers over a 25- year time period, we largely find empirical support for our predictions. Our study offers new theoretical insights about how search heuristics, and policy availability in particular, influence market entry decisions.

[view paper \(if available\)](#)

pressures and firms' performance relative to the historical aspiration. We test the framework using Chinese listed firms and find that firms facing tight institutional constraints are less likely to implement CSR decoupling, but the effect is weakened by the distance between performance and historical performance. Our findings not only contribute to institutional theory, the antecedents of CSR decoupling, but may also inspire future research in this field.

[view paper \(if available\)](#)

Strategic Determinants of CSR: Analysis of Internal Markets of Business Groups for Intangible Assets

Author: **Anish Sugathan**; Indian Institute of Management, Bangalore

Author: **Sai Chittaranjan Kalubandi**; Professor, Indian Institute of Management Bangalore

Author: **Rama Mohana Turaga**; Indian Institute of Management, Ahmedabad

We posit the existence of an intra-group internal market for the exchange of strategic resources and competencies generated by CSR engagements of business group affiliate firms. We show that due to this group-wide sharing of the benefits of CSR, on average the business group affiliated firm spends less on CSR relative to standalone firms for achieving similar outcomes. We analyze the transferability of the resources generated by CSR spending and affiliate structural factors – strategic centrality and appropriability by owner – to explain the intra-group distribution of CSR spending. We test the model using a unique 14 year long panel data-set of firms in India and find broad support for the salient predictions of the model.

[view paper \(if available\)](#)

How Do Intangible Resources Affect Environmental Disclosure?

Author: **Eun-Hee Kim**; Fordham U.

Author: **Mingying Cheng**; Fordham U.

Author: **Rachel Wilwerding**; Fordham U.

While research on ESG reporting recognizes the

Political Leaders' Decision-Making Strategies During Democratization

Author: **Neringa Kalpokaite**; assistant professor
Author: **Ivana Radivojevic**; IE Business School

When a country embarks upon the transition from an autocratic regime to a democracy, political leaders' have to make important decisions despite prevailing uncertainty. The present study analyzed the decision-making strategies of four political leaders from two countries that peacefully consolidated a democracy: Spain and Lithuania. In-depth interviews were conducted with 65 people involved in their respective transitions, including the main leaders themselves (King Juan Carlos I, Adolfo Suárez, Algirdas Brazauskas, and Vytautas Landsbergis). These political leaders tended to make decisions in a consultative manner, and their decision-making was guided by their vision to peacefully establish a democracy and bring power to the different groups involved; this meant that sometimes leaders also took seemingly paradoxical decisions to ensure the changes towards democracy. This paper contributes insights on how political leaders may make dynamic decisions during periods of political change and uncertainty.

[view paper \(if available\)](#)

Process Model of Consensus-Building: The Role of Political Heuristics

Author: **Ntorina Antoni**; Eindhoven U. of Technology
Author: **Sharon Dolmans**; Eindhoven U. of Technology
Author: **Christina Giannopapa**; European Space Agency
Author: **Isabelle Reymen**; Eindhoven U. of Technology

Consensus is required for every new strategic initiative. Although politics can contribute to consensus-building, politics have also been associated with undermining the effectiveness of strategic initiatives. Our findings show how managers use heuristics to circumvent the adverse effects of politics in order to enhance consensus and

influence of legitimacy pressure, less attention has been paid to legitimacy pressure originating from internal firm attributes. We develop a framework wherein environmental reporting is viewed as a reaction to intangible resources, the value of which is susceptible to uncertainty and tension created by potential environmental concerns surrounding the firm. We apply our framework to environmental disclosures made by US-headquartered firms listed in NYSE and Nasdaq closely followed by financial analysts and disclosure content—environmental favorableness and value relevance—and find support for our framework. Our study contributes to the literature on ESG disclosure by uncovering the impact of legitimacy pressure arising from internal firm attributes and advance research on legitimacy theory by identifying a specific decoupling mechanism.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

improve the effectiveness of strategies. Based on a longitudinal case study in a large intergovernmental, aerospace organization in Europe, we show that effective consensus-building is enabled by the application of three distinct 'political heuristics' that we coin inception, delimitation, and validation. These three types of heuristics ensure the effectiveness of the strategic initiative and the consensus required. Consensus is achieved by the applications of these heuristics during formal-informal interactions across three phases of strategy development: initiation, content development, and consolidation. Hence, the three aforementioned heuristics mitigate the negative implications of politics and thereby enhance the effectiveness of the strategic initiative. Our findings offer insight into organizational politics and the micro-foundations of strategy, by showing at the micro level how heuristics enable effective and positive application of politics for consensus-building in organizations.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Entrepreneurship & New Venturing: Innovation in Entrepreneurial Firms (session 1432)

Category Labels and Entrepreneurial Resource Acquisition: A Study of Crowdfunding Campaigns

Author: Jonathan Sitruk; LMU Munich

Author: Ludovic Dibiaggio; SKEMA Business School

Author: Diego Zunino; SKEMA BS - U. Côte d'Azur

Resource acquisition is a crucial step in entrepreneurship. Audiences have a hard time evaluating early stage entrepreneurial projects because of their inherent ambiguity leading entrepreneurs to often resort to rhetorical strategies to help audiences make sense of them. From categorization literature, we identify category labels as a relevant technique entrepreneurs can use to help audiences make sense and reduce the

TIM

Innovation Strategy: TIM Conversations - Innovation, Risk, and External Stakeholders (session 1433)

To Stand Out or Blend In? The Role of Expert Type in the Funding Decisions of Innovation Projects

Author: Lun Li; School of Economics and Management Tsinghua U.

Is optimal distinctiveness the moderate distinctiveness? We argue that the answer to this question depends on the audience's experience. In this paper, we explore the effects of distinctiveness on the funding decisions made by different types of experts, namely, the business experts and technology experts. We found that the relationship between distinctiveness and business experts' ratings exhibits an inverted-U shape, supporting the

ambiguity of their initiatives. Recombination of categories is a double-edged sword for entrepreneurial projects because it highlights a tension between generating confusion and arising curiosity. We hypothesize that the use of category labels is associated with more resource acquisition, and that the degree of category spanning is associated with more resource acquisition. We finally hypothesize an inverted U-shaped relationship between the creativity of category label recombination and the level of resource acquisition. We find support for our hypotheses using the descriptions of 26,967 crowdfunding projects presented on Indiegogo and Kickstarter from 2010 to 2017.

[view paper \(if available\)](#)

Gaining Organizational Adoption: Discovering New Uses for Existing Innovations

Designated as a "Best Paper" for TIM
Author: **Rebecca Karp**; Boston U.

Scholars have shown how the introduction of innovations, often developed by entrepreneurs, depend or potentially threaten an adopting organization's work practices. While much research considers why organizations adopt novel innovations, less research investigates the role entrepreneurs play in fostering adoption of their innovations. How do entrepreneurial actors gain organizational adoption of their innovations? I explored how 54 founding teams in two cohorts of a digital health accelerator varied in how they struggled to gain adoption for innovations that could potentially disrupt work practices. I show that when entrepreneurs pursued a problem-oriented process, they attempted to understand adopting organizations' work environments; dedicated resources to repurposing their existing innovations; and developed new uses for their innovations which in the short run supported the work practices of adopting organizations, but, in the long-run could displace them. When entrepreneurs prioritized a solution-oriented process, they decomposed existing innovations; leveraged split teams to rearchitect their existing innovations, and developed new uses for their innovations which purported to disrupt existing organizational work practices. Only

market value logic held by business experts; however, the relationship between distinctiveness and technology experts' ratings is positive, supporting technology advancement logic held by technology experts. Moreover, our paper evidenced the moderating role of competitive intensity and institutional endorsement played in the relationship between distinctiveness and experts' ratings. These findings are integrated into a discussion of the implications for research on optimal distinctiveness.

[view paper \(if available\)](#)

Innovation - Light or Shade? The Signaling Effect of Innovation on Credit Ratings

Author: **Kathrin Haubner**; Otto von Guericke U. Magdeburg

Extant research has highlighted the relevance of innovation for a firm's long-term success and survival. However, innovative behavior, especially concerning radical innovations, does not only offer chances but also significant risks and potential challenges to overcome. For a deeper understanding of the risk assessment of innovations in terms of quantity and degree of radicality, this study explores the effect of firm innovation on credit ratings and more particularly, to what extent firms can use the announcement of innovations to send a signal towards rating agencies. Our analysis is based on secondary data of U.S. firms in the manufacturing industry and accounts to 1,768 firm-year observations. We show that radical innovation imply an U-shaped relationship with credit ratings, while incremental innovations indicate a positive relationship. Additionally, we find implications that credit agencies' assessment of innovations strongly depends on the considered industry with its respective product specifications.

[view paper \(if available\)](#)

A Good Time to Bury Bad News: A Strategic Perspective on Firms' Timing of Product Recalls

Author: **Johanna Glauber**; IE U. - IE Business School Madrid, Spain

entrepreneurs that pursued a problem-oriented process gained adoption for their innovations. By unpacking the process by which entrepreneurial actors developed new uses for existing innovations, I offer one explanation for how entrepreneurs gain adoption for innovations that considers the criticality of the relationship entrepreneurs cultivate with the organizational environments they aim to change.

[view paper \(if available\)](#)

Entry into Misfit Markets: Evidence from the Solar Photovoltaic Industry

Author: **Mara Guerra**; Imperial College Business School

Prior literature on technology commercialization has highlighted the key role of identifying the right market for bringing a technology to market and has assumed that targeting multiple markets leads to positive outcomes of value appropriation and wealth creation. However, it has largely neglected the qualitative difference among markets and that technologies are evaluated differently among markets as pointed out by the literature on demand heterogeneity. As technologies do not fit all markets equally and choosing the wrong environment can lead to failed commercialization and resource misallocation, we explore under which conditions entrepreneurial ventures choose to enter markets with poor technology-market fit. We explain this seemingly counter-intuitive choice exploring the role of social factors and prior experience of the venture. We test our hypotheses on a unique dataset covering all the entrepreneurial ventures entering the global solar photovoltaic industry. Our findings show that social events such as investment waves in the industry create conditions regarding market information that increase the likelihood of choices with poor fit. On the contrary, ventures with prior experience in the industry possess superior information about demand heterogeneity that lead them to markets with better fit, especially during times of investment waves.

[view paper \(if available\)](#)

Firms have incentives to make a positive impression on externals, such as investors or customers. Prior research assumed that firms pursue impression management isolated from competing firms. However, firms may not necessarily strive after making the best possible impression. What matters instead is the relative comparison with their competitors. In this paper, we argue that firms manage impression relative to their competitors and they time their negative disclosures, such as product recalls, depending on competitors' disclosures. Using data on product defects and recalls in the US automotive industry, we find evidence that firms seize competitors' negative disclosures as an opportunity to bury their own negative news.

[view paper \(if available\)](#)

Committed to Whom? Stakeholder Laws and General Technological Investments

Author: **Raffaele Conti**; Católica Lisbon School of Business and Economics

Author: **Elena Novelli**; Cass Business School, City, U. of London

Stakeholders make relation- and firm-specific investments, and face the risk of these investments losing their value if firms change their strategy. Firms, by investing in general technologies, become more flexible and make the risk faced by stakeholders more salient. Hence, the more a company is stakeholder oriented, the less general the technological assets in which it invests. This negative effect will be amplified in uncertain industries, where firms are more likely to change their strategy; and attenuated in competitive industries, where stakeholders are less likely to make firm-specific investments. We test our hypotheses exploiting a quasi-natural experiment provided by the constituency statutes enacted in 34 U.S. states during the period 1976–2000 that induced managers to consider the interests of stakeholders when making decisions.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Open Business Model Innovation – The Impact of Depth, Breadth and Freedom of Collaboration

Designated as a “Best Paper” for TIM

Author: **Sebastian Brenk**; RWTH Aachen U.

In today's digital age, firms are increasingly contingent on external sources of knowledge for generating new and creative ideas for business model innovation (BMI). However, the literature on BMI has so far offered little insight into how companies can innovate and effectively change their business models in an interconnected and dynamic business environment. According to the knowledge-based theory and creativity literature, this paper investigates the collaboration mechanisms of depth, breadth and freedom that influence BMI. The paper findings show quantitative evidence based on survey research that the depth of collaboration has a direct positive effect on BMI. The breadth of collaboration itself has no significant effect, whereas the interaction between breadth and freedom of collaboration is positively associated with BMI. This study adds to the BMI literature by integrating creativity and knowledge-based concepts of collaboration as important perspectives from which to study the innovation and change of established business models. Moreover, the research findings reveal two advantageous governance mechanisms for open BMI in ecosystems: (1) collaboration depth for close knowledge exchange, and (2) the combination of freedom and breadth of collaboration for knowledge brokerage in open business networks.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

New Product Development: Customer Strategies (session 1434)

Digital Technology-Enabled Product Proliferation Strategy

Author: **Cameron Miller**; Syracuse U.

Author: **Richard Wang**; Babson College

TIM

Talent Management & Innovation: TIM Conversations - Teams and Innovation (session 1436)

The Dark Side of Incremental Innovation: Age, Role Seniority, and Cohesiveness in R&D Teams

Author: **Tali Hadasa Blank**; Hadassah Academic College

We examine the impact of digital technology on product proliferation. We theorize that as firms digitize their products, they will increase the number of products in their existing product categories. We expect the level of proliferation is greater among firms that have higher marginal cost of production and face more binding distribution constraint in the physical product channel. We also predict greater proliferation in product categories that have higher customer preference heterogeneity. Evidence from the Amazon Kindle e-book ecosystem supports our hypotheses. Additional analyses on the proliferation strategy implementation reveal that firms tend to introduce new products that require research and development investment as opposed to unbundling their existing products, a finding that suggests the firms' strategic intent behind the proliferation activities is not just to take advantage of the digital technology efficiencies, but also to shift the source of differentiation advantage from physical product attributes to intellectual contents. Our study contributes to the literature by showing how firms adjust and execute their differentiation strategy in the digital age.

[view paper \(if available\)](#)

Perceived Firm Innovativeness: Innovation is in the Eye of the Customer

Author: **Seidali Kurtmollaiev**; Kristiania U. College / NHH Norwegian School of Economics

Author: **Line Lervik-Olsen**; BI Norwegian Business School

Author: **Tor Andreassen**; NHH Norwegian School of Economics

Although customers are the final judges of innovations, they are rarely asked about their opinion about their firms' innovation efforts. Existing research largely focuses on the opening the black box of innovation from the firm side (e.g., success factors in new product development), whereas understanding of what happens between launching a new product or process and getting financial results is limited. Our study is one of the first attempts to open the black box of innovation from the customer side. We investigate how customers react to various innovations, and how these reactions influence the customers' perceptions of

This study examines the influence of team members' age, role seniority on incremental innovation in the high-tech industry, and the effect of team cohesiveness on that relationship. Based on 108 research and development (R&D) teams operating in six high-tech organizations, its results indicate that age and role seniority each exert a different influence on incremental innovation. Specifically, results demonstrate that team age is negatively related to incremental innovation, whereas role seniority shows the opposite tendency. They also reveal that the negative association between team members' age and incremental innovation can diminish when role seniority is high. In addition, the study shows that these relationships are strengthened by team cohesiveness. The study demonstrates that the negative association between team members' age and incremental innovation is stronger for teams with high levels of cohesiveness. At the same time, it suggests that high levels of team cohesiveness strengthen the positive association between team members' role seniority and incremental innovation. These findings advance the innovation literature and have important implications for managers and team leaders in high-tech organizations.

[view paper \(if available\)](#)

Building R&D Team Leaders: Evidence from Change in Conscription Law

Author: **Myriam Mariani**; Bocconi U.

Author: **Luisa Gagliardi**; Department of Management and Technology, Bocconi U.

Over the years, teamwork innovations have increased in frequency, importance, and complexity. While supporting the development of innovations, the integration of a large number of specialized competences has produced coordination frictions among team members, which has increased the demand for team leaders. This study investigates the origins of team leadership skills in innovation by studying whether leadership-enhancing programs add to innate abilities. We combine inventor-level data with a policy change in the US that abandoned the compulsory draft in 1972 and find that, with the elimination of conscription, the probability of male

the firm's innovativeness, relative attractiveness, and, ultimately, their loyalty to the firm. We find that firms that introduce innovations that target value proposition, value realization, and interaction space are perceived as more innovative and more attractive, enjoying higher customer loyalty. In contrast, innovations that affect relationship experience may be damaging for the company's reputation and customer loyalty. Although our results generally hold across various contexts, moderation analysis shows that the specifics of certain customer segments, firms, and operational environment may amplify the uncovered effects.

[view paper \(if available\)](#)

Zooming In or Zooming Out: Entrants' Product Usage Breadth in the Nascent Drone Industry

Author: **Anavir Shermon**; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

Author: **Mahka Moeen**; U. of North Carolina, Chapel Hill

Faced with demand uncertainty in a nascent industry, entrants need to strategically consider which customer segments to serve, and what specialized product features can address customers' preferences. While high product usage breadth implies addressing preferences of a wide range of customers, low product usage breadth indicates inclusion of market-specific features that are specialized to particular customers. We suggest that when entrants have experience in contexts that are potential users of a new product, their products are likely to exhibit low usage breadth. The relationship is moderated by whether they are startups or diversifying entrants, and the cumulative number of customers that adopted the industry's product before the time of each entrant's product introduction. The empirical context is the U.S. commercial drone industry.

[view paper \(if available\)](#)

The Technological Exploration Through Alternative Innovation Approaches: An Agent-Based Model

Author: **Viviana D'Angelo**; Luiss Guido Carli U.

inventors assuming managerial responsibilities reduces, whereas, at the same time, the probability of women inventors take up leadership positions increases. In addition, and consistent with the type of policy change, we observe less autocratic leadership styles and less hierarchical, more creative, inventive projects. We discuss the implications of our results for the management of innovative projects.

[view paper \(if available\)](#)

The Influence of Team Continuity and Prior Experience on the Success of Innovative Projects

Author: **Carsten Kaufmann**; Technische U. Darmstadt

Author: **Christian Resch**; Technische U. Darmstadt

Author: **Alexander Kock**; Technische U., Darmstadt

This study focuses on sequences of projects as a way to address the challenges of ambidexterity. We investigate the performance influence of team member continuity and domain experience across projects dependent on the projects' novelty. We propose that a moderate level of team continuity and a higher degree of domain experience leads to higher project success for high project novelty. We test the hypotheses on a sample of 3,122 movie projects from the Hollywood film industry. This research setting allows to uniquely differentiate between team member's previous experience, social ties, and project novelty. We applied topic modeling on movies' plots to measure experience and project novelty. The results indicate that team continuity has a positive but decreasing influence on project success. This influence further decreases for higher novelty. Surprisingly, the results show that higher domain experience is hindering work performance for high levels of novelty. A lower level of domain experience is more favorable for the team to perform more successfully. This study offers contributions to the literatures on teams, knowledge, project management, and social network theory by offering new insights into the consequences of team composition for project sequences in innovative contexts.

[view paper \(if available\)](#)

Author: **Chintan Kella**; Tilburg U.

Non-conventional approaches to innovation are spreading among firm's innovation strategy. They arise from innovation for low-income environments and are typically defined with various titles (Frugal Innovation, Low-end Innovation, Bricolage Innovation and others), and all of them share the same goal: re-engineering an existing product through the simplification of existing design or reducing non-essential features in order to deliver the same value. We demonstrate through a model tested with a computer simulation that those innovation approaches lead to an overall final improvement of the product even though the removal of non-essential product features.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

A Fear of Failure Fallacy? How Team Innovation Beliefs and Performance Relate to Fear of Failure

Author: **Natasha Ouslis**; Western U.

Author: **Audra Grace Quinn**; Ivey Business School

Author: **Natalie Allen**; U. of Western Ontario

Design project teams work together to create new ideas, products, and services. To encourage innovation, companies like Google, TATA, and P&G reward their teams' failures. However, there is little empirical evidence for the principle that fearing failure is related to individuals' or teams' confidence in their ability to innovate or that fearing failure is directly related to innovative performance. To address this research gap, we measured fear of failure, innovation efficacy, and performance over the lifecycle of 114 design project teams. Interestingly, having higher fear of failure was not related to individual or team innovation efficacy as predicted. Fear of failure was related to overall performance for engineering trainee teams, however, it had no significant relationship with team ratings of innovation quality. These results support existing research that performance-avoid goal orientation, or fear of failure, is negatively related to sales performance (Porath & Bateman, 2006; Silver et al., 2006), academic performance (Elliot & Church, 1997), and work performance (Cellar et al., 2011), but may undermine commonly held assumptions about how a fear of failure relates to innovation. The findings should be of great interest to any organization that aims to innovate.

[view paper \(if available\)](#)

Intelligent Machines and Teamwork: Help or Hindrance?

Designated as a "Best Paper" for TIM

Author: **Bei Yan**; U. of California, Santa Barbara

Author: **Kyle Lewis**; U. of California, Santa Barbara

Author: **Patrick Figge**; U. of Passau

Author: **Andrea Hollingshead**; U. of Southern California

Author: **Kristen Steves Alexander**; U. of Southern California

Author: **Young Ji Kim**; UC Santa Barbara

Author: **Chengyu Fang**; U. of California, Santa Barbara

Intelligent machines are being deployed as human assistants in a variety of corporate, military, and healthcare settings. Research has generally examined how intelligent machines affect individual human behavior, but very few studies explore how intelligent machines impact teams and teamwork. We examine the performance and processes of teams using an embodied intelligent personal assistant (EIA) to complete a collaborative task. We expected that EIA use would enhance team performance on an intellectual task but interfere with the development of a transactive memory system (TMS). A TMS is a collective memory system that, once developed, has strong positive effects on sustained team performance. Our findings show that under some conditions EIA use may be helpful to team performance initially, but harmful to the eventual development of a TMS. We highlight the need for new theorizing about the generative and destructive impacts of intelligent machine use in teams.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

University Research: Organizing in Support of Technology Transfer (session 1435)

Unfolding the Strategic Choices Behind Technology Transfer Activities: A QCA Approach

Author: **Jasmina Berbegal-Mirabent**; U. Internacional de Catalunya

Author: **Dolors Gil-Doménech**; U. Internacional de Catalunya

The growing importance that knowledge and innovation are acquiring as the basis for economic development and growth has led universities to expand their traditional functions, spreading their commitment in the contribution to economic and social welfare through their so-called third mission. Certainly, universities have turned into one of the

ENT

Diversity, Gender, and Ethnicity 1 (session 1353)

Muslim Women's Entrepreneurship in Conflict Zones: Religiosity, Culture, and Gender Egalitarianism

Author: **Doaa Althalathini**; Oxford Brookes U.

Author: **Haya Al-Dajani**; MBSC

Author: **Nikolaos Apostolopou**; Neapolis U. Pafos

Whilst the role and impact of culture upon women's entrepreneurship have been acknowledged within the entrepreneurship literature, the interplay and nuances of Islamic religiosity and gender egalitarianism as cultural indicators of Muslim women's entrepreneurship in conflict-ridden countries remain understudied. Within this study, we contribute to this special issue and bridge this

most important engines for regional development. However, these demands are not accompanied by a greater availability of resources. Universities are struggling to carry out their teaching and research activities simultaneously, alongside technology transfer efforts. In this study we argue that due to the scarcity of resources and because of different strategies with regard the three core missions (teaching, research and technology transfer), the assessment of universities' performance should acknowledge this reality. Accordingly, we propose the use of qualitative comparative analysis to do so. More specifically we investigate the portfolio of technology transfer activities (including patents, spin-offs and R&D contracts) relaxing the traditional constraint that universities should conduct all types of technology transfer activities. Instead, our model allows universities to concentrate in the activity in which each university performs best. Data from the Spanish public higher education system is used. Two points of time are compared: 2008 and 2015.

[view paper \(if available\)](#)

The Interplay of Licensing and Technology Transfer Office Staff Experience

Author: **Dolores Modic**; Nord U. Business School

Author: **Jana Suklan**; Newcastle U.

Addressing the knowledge gap regarding individual level factors influencing technology transfer outputs, we focus on three dimensions of successful licensing at university technology transfer offices: speed, efficiency and total generated revenue. Our aim is to test factors connected to IP Coordinators' experience, which is conceptualized multi-dimensional. We employ data from administrative records of a Japanese university including 849 transfer cases for the period from 1998 to 2016. By focusing on coordinators' experience, i.e. of time, scope and networks, we detect several coordinators' characteristics that play a significant role. Results from regression analysis show that all three measures have a significant impact on the speed and efficiency of technology transfer, but not on revenue generation.

[view paper \(if available\)](#)

gap by analysing the interplay between Islamic culture and Muslim women's entrepreneurial behaviours and strategies in Afghanistan, Iraq and Palestine, as all three contexts continue to experience decades of intense and protracted political and violent conflict. Our qualitative data collected from 16 Muslim women entrepreneurs operating their businesses in these contexts shows how their Islamic religiosity plays a powerful role in guiding entrepreneurial behaviours and strategies in multiple ways within precarious structural conditions and failed states. Indeed, the women's Islamic religiosity influenced the launch, operations and growth of their enterprises, and anchored them within the chaotic and dangerous void within their failed states. In addition, this study shows that Islamic gender egalitarianism embedded within Islamic principles is promoted by the women entrepreneurs as they utilise their entrepreneurship as an expression of Islamic feminist activism challenging the prevailing stereotypes of Muslim women under patriarchal cultural contexts, and creating awareness about women's rights to engage in entrepreneurship under Islamic law.

[view paper \(if available\)](#)

Gender Attitudes and Business Venturing: A Case Study of Egypt and Jordan

Author: **Muntasir Shami**; Aston Business School

Author: **Bach Nguyen**; Aston Business School

This study investigates the relationship between individuals' gender attitudes and the likelihood of creating new business ventures. We employ social feminist theory and institutional theory and argue that people holding egalitarian attitudes towards sex roles are more likely to be involved in entrepreneurial activities. We further posit that the facilitating effect of egalitarian attitudes is more salient for the educated, the older and females. The empirical analysis uses Egypt and Jordan as the context provides some initial evidence about the positive impact of equalitarianism on new business venture creation. The study adds to research on gendered entrepreneurship.

[view paper \(if available\)](#)

The Roles and Involvement of Innovation Supporting Actors: Influence of IPR Ownership and IP Nature?

Author: **Anders Brantnell**; Uppsala U.

Author: **Enrico Baraldi**; Uppsala U.

Innovation supporting actors (ISAs), such as technology transfer offices (TTOs) and incubators, can play important roles in university-based innovation processes, e.g., handling patenting issues and providing business advice. However, few studies have provided theoretical explanations to ISA roles and involvement. In this study, we focus on the roles and involvement of ISAs in the medical field and explore how the roles are connected to two theoretical aspects, intellectual property rights (IPR) ownership and intellectual property (IP) nature. We select four cases based on theoretical sampling in terms of IPR ownership and IP nature. We conduct a proposition generating multiple case-study and develop five propositions stating, among others, that the number of ISA roles is more connected to IP nature than to IPR ownership, the types of ISA roles are more connected to IPR ownership than to IP nature, and ISA involvement in an innovation process is more connected to IP nature than to IPR ownership. The findings contribute to the literature on commercialization of science, technology transfer and innovation by demonstrating the influence of IPR ownership and IP nature on ISA roles and involvement. We end with policy and managerial implications.

view paper (if available)

A Decade of Research on the Entrepreneurial University: A Bibliometric Review

Author: **Martin Bliemel**; U. of Technology, Sydney

Author: **Lorenzo Monicolini**; U. of Technology, Sydney, Politecnico di Milano

The leading role of universities to be entrepreneurial is widely recognized by academics, businesses, government, and the third sector. Since Rothaermel, Agung and Jiang's seminal review in 2007, the literature on the Entrepreneurial University

Technology and Women Microentrepreneurs in Developing Economies

Author: **Ekta Johar**; Indian Institute of Management, Ahmedabad

Author: **Manjari Singh**; Indian Institute of Management, Ahmedabad

The study aims to address the gap in the literature with regard to the role of technology in promoting indigenous women entrepreneurs through an emergent framework. We studied a sample of 114 indigenous microentrepreneurs from India to highlight the constraints faced by indigenous women microentrepreneurs and within this context, understand the role of technology as an enabler. Gioia methodology was applied to inductively analyse the data and five aggregate dimensions evolved. The findings were examined through four theoretical lenses: triple role perspective; social capital perspective; financial access and decision-making perspective; and technology acceptance and adoption.

view paper (if available)

Conceptualising Competitive Advantage in Coethnic Minority Micro-Businesses

Author: **Muhibul Haq**; U. of Huddersfield

Individual Human Factors (IHF) are an important source of Sustained Competitive Advantage (SCA). However, little is known how they influence micro-businesses' ability to achieve SCA because entrepreneurship literature has historically focused on large organisations only with scant attention to Small and Medium Enterprises (SMEs) and almost no attention to micro-businesses. We extend the Resource-based View of the firm (RBV) to bridge this research neglect and conceptualise the contribution of IHFs in ethnic minority micro-businesses. Underpinned by semi-structured cross-sectional interviews with founder-, owner-, and employee-managers, we developed the Culture-induced Entrepreneurship Model (CIEM). This model explains that while IHFs play important roles in achieving SCA, they are embedded in and shaped by the

experienced exponential growth, with over 1500 articles over 10 years. This paper aims at providing an objective, systematic, and comprehensive review of the literature based on detailed bibliometric analysis. Our review identifies seven key themes and provides a critical review of the underlying research streams, while noting their interconnectedness. We conclude the review with the limitations and future research opportunities regarding the Entrepreneurial University.

[view paper \(if available\)](#)

Asynchronous

RESEARCH PAPER SESSION ASYNCHRONOUS

coethnic culture. Our study is amongst the first to invoke the RBV framework to conceptualise the impact of IHFs on SCA in micro-businesses. Our research has important implications for practice, policy-making, and theory.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION ASYNCHRONOUS

ENT

Effectuation and Bricolage 2 (session 1348)

Ineffectual Orders: Habituated Effectuation in a Scaling Social Enterprise

Author: **Bruce Carruthers Martin**; Thompson Rivers U.

Author: **Lucia Walsh**; Dublin Institute of Technology

Author: **Andrew Keating**; U. College Dublin

Author: **Susi Geiger**; U. College Dublin, Smurfit

The institutional complexity and economics of worth literature are largely silent on the potential for conflict between particular orders of worth—meta-cognitive conventions for making and justifying decisions—to become intractable. The entrepreneurship literature is largely silent on the potential for effectuation—a meta-cognitive process informing decision-making under uncertainty—to become habituated. Our ethnographic study of a globally scaling, inclusivity social enterprise brings together these disparate literatures to show that effectuation and its alternative, causation, can act as catalysts for conflict among orders of worth, and when habituated among focal actors, hold the potential to turn a globally scaling social enterprise into a failed organization. Insights for theory and practice in hybrid organizations and entrepreneurship are provided.

[view paper \(if available\)](#)

ENT

Entrepreneurial Expertise and Entrepreneurial Behavior (session 1354)

Asynchronous

TEACHING PRACTICE INTERNATIONAL THEME RESEARCH

SYMPOSIUM ASYNCHRONOUS

Contextual Constraints of Bricolage: Post-Redundancy Entrepreneurial Ventures' Resource Strategies (WITHDRAWN)

Author: Heli Helanummi-Cole; U. of Oxford

Although entrepreneurship relies on bricolage, the application of combinations of resources at hand to new problems and opportunities (Baker & Nelson, 2003: 333), the constraints in the reuse of resources acquired in non-entrepreneurial contexts is less well understood. To explore the constraints that context can place on entrepreneurs' resource strategies, I conceptualize entrepreneurial communities as strategic action fields. This conceptualization helps to bring into focus the variations in the opportunities that entrepreneurs have for repurposing and recombining resources accumulated in non-entrepreneurial contexts. Studying 36 ventures that originated from an accelerator operated by Nokia Corporation in Finland, I find that entrepreneurs' community context shapes their opportunities for resource repurposing. I further show that entrepreneurs' community position shapes their opportunities for resource recombinations. The findings contribute to the knowledge of entrepreneurial resource strategies by highlighting the contextual boundaries of resources. Implications for entrepreneurship practice and policy are discussed.

[view paper \(if available\)](#)

Entrepreneurs' Adaptive Toolbox: The Relationship Between Structure and Decision-Making Logics

Author: Sonia-Cristina Codreanu; U. College London

Author: Gorkan Ahmetoglu; U. College London

In the early stages of new venture creation, entrepreneurs have to make decisions in a variety of functional areas within the emerging firm, including hiring, marketing, and financial planning (Shepherd, Williams, & Patzelt, 2015). These decisions are highly heterogenous both in their content, as well as their structure, such as the number of perceived options. In this study, we investigate elements of decision structure as potential antecedents of effectual,

causal, and hybrid decision-making logics. We analyze 290 critical decision events across 41 ventures. Our results suggest that two elements of decision structure — decision complexity and the costs of experimenting with different options — explain significant variability in dominant logics adopted by entrepreneurs across distinct decision domains. For decisions that involve high levels of complexity and low costs of experimenting with options entrepreneurs prefer effectual logics, for decisions that involve low levels of complexity and high experimentation costs entrepreneurs tend to use causal approaches, whereas for decisions that are high in both complexity and costs of experimentation, entrepreneurs tend to mix effectual and causal heuristics within their approach. We discuss these findings in relation to how effectual and causal heuristics fit the cognitive demands of decisions combining these two elements of decision structure.

[view paper \(if available\)](#)

The Co-Existence of Causation and Effectuation in Entrepreneurial Network Development

Author: **Joanne Jin Zhang**; Queen Mary U. of London

Author: **Charles Baden-Fuller**; Cass Business School, City U. London

Author: **Jing Zhang**; Old Dominion U.

While prior research signals the co-existence of causation and effectuation logics in entrepreneurial network development process, our understanding of when and why either or both logics may dominate the process is limited. Using an in-depth case study, we unpack different types of entrepreneurial contexts, and explore the dynamics of network development and the role of advisor in resolving uncertainty and shaping network development path. We identify two types of advisors and a variety of networking paths among causal, effectual and a combination of both logics. The study contributes to the literature on the intersection between effectuation and entrepreneurial networking development.

[view paper \(if available\)](#)

ENT

Family Firm: International Strategies (session 1349)

Earnings Management in Chinese Family Firms: A Fraud Triangle Framework

Author: Kai Xu; U. of Texas At San Antonio

Author: Harrison Liu; U. of Texas At San Antonio

There exist contradictory findings regarding the relationship between family ownership and earnings management. Relying on a fraud triangle framework, this study explores how resource constraints, less effective governance, and the prevalence of earnings management in an industry respectively create pressure, opportunity, and rationalization for family firms to engage in earnings management. The analysis of 1,597 Chinese listed family firms provides support to the fraud triangle theoretical framework. Our findings underscore the need to improve our understanding of family firms under different contexts.

[view paper \(if available\)](#)

What Drives Family Firms' Overseas Acquisitions? A Differentiated Socioemotional Wealth Approach

Author: Andrea Calabrò; IPAG Business School

Author: Fabio Quarato; Bocconi U.

Author: Mariateresa Torchia; International U. of Monaco

Family decision-makers make strategic choices which span a mixed gamble between non-economic (or socioemotional) and economic reference points, leading to heterogeneous out-comes. By considering family firms' international acquisitions as mixed gambles, the aim of this article is to theorize and test whether, at different levels of family ownership concentration, family decision-makers are confronted with trade-offs among financial, current and prospective socioemotional wealth (SEW) gains and losses which could lead to differences in their acquisition choices. Furthermore, we explore the

ENT

Funding 2 (session 1347)

Funding Teams Similar to One of Us: The Impact of Observed Similarity on Venture Funding Decisions

Author: Xirong Shen; Cornell SC Johnson College of Business

Author: Heeyon Kim; Cornell U.

Author: Jizhen Li; Tsinghua U.

It has been long observed that investors are more willing to invest in venture teams which are similar to themselves. Yet less is known about how the dyad-level similarity affects funding decisions made in groups. Using data on 4,980 evaluations of early-stage venture teams in an entrepreneurial funding competition in China in 2017, this paper shows that dyad-level similarity between a minority of an investment group (similar members) and a venture team on an observable attribute (the similarity attribute) does lead to a group-level bias in favor of the team. We further theorize and empirically tested a novel group-level mechanism that generates the group-level bias: the observed dyad-level similarity between the similar members and the venture team elevates the visibility and appeal of the similarity attribute for the dissimilar members, thereby leading them to favor the venture team. By showing that observable dyad-level similarity leads to bias in group funding decisions and providing an explanation for it, we extend existing research on similarity bias in venture funding which focuses primarily on dyad-level explanations. Our theorized mechanism also has implication for the literature on evaluation of firm value with multiple and ambiguous signals.

[view paper \(if available\)](#)

Against All Odds: Early-Stage Technology Ventures' Resource Mobilization in Penurious Environments (WITHDRAWN)

Author: Lina Reypens; TUM School of Management, Technische U. München

moderating role of performance aspirations and family leadership to define the boundary conditions of SEW. Tested on a panel (2000-2014) of Italian family firms, our main findings suggest that family firms with high family ownership concentration show a higher propensity towards international acquisitions when they experience below-target performance and are led by a family CEO, as they prioritize financial and prospective SEW gains, sacrificing current SEW.

[view paper \(if available\)](#)

How Family Firms from Emerging Economies are Responding to Inward Foreign Direct Investments

Author: **Arindam Mondal**; XLRI-Xavier School of Management

Author: **Somnath Lahiri**; Illinois State U.

Author: **Sougata Ray**; Indian Institute of Management, Calcutta

Author: **Ramachandran Kavil**; Indian School of Business

Family firms abound in emerging markets and they often compete with foreign MNCs for growth and sustenance. Despite years of scholarly interest in understanding the dynamics of family firms two important questions remain unaddressed: (a) how do family firms in emerging markets respond to competition arising from foreign MNC investments, and (b) what factors cause variation in such response? In this study we begin to address these questions. Drawing on international business and family firm literatures and employing willingness and ability framework (De Massis et al. 2014, 2015, 2018), this study empirically examines a large sample of Indian family firms over a six-year time-period. Results suggest that family firms increase their outward FDI (OFDI) in response to inward FDI announcements by foreign MNCs. Results also demonstrate that OFDI-growth response varies across firms and is shaped by heterogeneity in management type (professional/family-based), extent of foreign institutional ownership (high/low), and family CEO's international exposure (possessed/not possessed). These findings are new to the literature. We conclude by discussing the theoretical and managerial implications of our findings and highlighting fertile avenues of future

Author: **Hana Milanov**; TUM School of Management, Technische U. München

This study seeks to elucidate resource mobilization mechanisms in early-stage technology ventures in penurious environments of extreme resource scarcity. We conducted an inductive, multiple case study analysis on a sample of eight health technology ventures in Uganda. Our study reveals three archetypes, each characterized by a different configuration of resource seeking and bricolage. Ventures with high focus on either resource seeking or bricolage accomplished higher outcomes than those engaging in resource seeking and bricolage alike. Besides, our evidence suggests that early-stage technology ventures' resource mobilization is affected by external stimuli—benefitting from outside recognition or an influx of resources. Specifically, these ventures are prompted, first, to increasingly seek resources and reduce bricolage and, second, to systematize resource seeking. Our results have implications for resource mobilization theory—adding to research on performance implications of resource seeking and bricolage—as well as the study of entrepreneurial processes in the early stages.

[view paper \(if available\)](#)

Investor Ideology and the Heterogeneous Stakeholder Approaches of New Firms: A System Justification

Author: **Ileana Maldonado-Bautista**; Baylor U.

Author: **Peter G. Klein**; Baylor U.

Author: **Kendall Artz**; Baylor U.

Instrumental stakeholder theory proposes firms that manage stakeholder relationships on the basis of social fairness unlock additional potential for attracting investors. Yet, some firms are successful by simply retaining investors' willful participation in the firm's productive activities. We address this puzzle, at the earliest stages of firm development, by exploring why investors differ widely in the degree to which they are cognitively aligned to firms that hew closely to an arms-length approach versus an all-stakeholders approach. Empirical evidence from social psychology suggests that investors inject their ideological leanings in their decision-making,

research.

[view paper \(if available\)](#)

Nearby or Faraway? Family Firms' FDI Location Choices under Internal and External Threats

Author: **Fabio Quarato**; Bocconi U.

Author: **Andrea Calabrò**; IPAG Business School

Author: **Claudia Pongelli**; Luiss Guido Carli U.

Author: **Donatella Depperu**; U. Cattolica del Sacro Cuore

Author: **Guido Corbetta**; Bocconi U.

Stemming from the bifurcation bias approach, this article investigates whether there is a relationship between family ownership concentration and cultural distance in foreign direct investments' (FDIs) portfolio and to what extent contingency factors, such as internal (below target performance) or external (global financial crisis) threats, can impact this relationship. Our findings suggest that family firms with concentrated ownership are more affected by bifurcation bias, pursuing FDIs in less culturally distant locations, while also showing a greater ability to fix such bias, and undertake FDIs in more culturally distant locations when the occurrence of internal and external threats forces family owners to revise their priorities.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

specifically on the conservative-to-liberal spectrum. We propose that investors with a liberal ideology do care about incorporating and balance the needs of all-stakeholders; while ideological conservative investors do care about self-regarding activities. We find that the higher investors score on the conservative ideology, the more strongly they invest in firms with an arms-length approach, relative to their more liberal peers.

[view paper \(if available\)](#)

New Venture Formalization and Resource Acquisition: Evidence from Funding Outcomes

Author: **Wei Yang**; George Mason U.

Author: **Suho Han**; Syracuse U.

Prior research examining organizational structure in the context of new ventures focuses largely on the internal implications and outcomes of structure. In contrast, we explore the possibility that the organizational structure of new ventures has external implications. We do so by examining how the structure of a new venture, namely its degree of formalization, influences its ability to acquire resources from key external resource providers such as equity investors. Drawing from the literatures on investor decision making in entrepreneurial settings and organizational structure, we argue that the level of formalization serves as a salient cue to investors that conveys the internal efficiencies regarding the use of resources of a new venture that in turn, increase the likelihood of funding. We also argue that this relationship is moderated by two additional cues investors rely on, slack resources and performance volatility, where slack serves as a reinforcing cue while volatility acts as an attenuating cue. We test our hypotheses using detailed longitudinal data of 4,928 randomly sampled U.S. new ventures from the Kauffman Firm Survey that allowed us to obtain detailed measures for both formalization and funding outcomes. The results strongly supported our arguments. Overall, our study contributes to the literature on organization structure and entrepreneurial financing by exploring the link between the internal formalization process of new ventures and their acquisition of external resources while also shedding light on how external resource providers

ENT

Identity and Entrepreneurship 2 (session 1346)

"I'm the Boss, Salesman, Negotiator...Fixer..." – Roles Entrepreneurs Enact in Resource-Acquisition

Author: **Frances Chang**; Macquarie Business School,
Macquarie U.

Author: **Robert Graham Jack**; Macquarie U.

Author: **Cynthia M. Webster**; Macquarie U.

In seeking resources, entrepreneurs need networks but more than that they need the motivation and ability to enact different roles to capture network resources. We investigate the experiences of nine entrepreneurs by integrating qualitative in-depth, face-to-face interviews and quantitative social network analysis. We examine the network structures in which entrepreneurs are embedded, we identify one default role of Boss, three core roles of Ambassador, Co-creator and Mediator and five specialist roles of Expert, Orchestrator, Trader, Negotiator and Gatekeeper. Default and core roles are enacted by virtue of the entrepreneurs' position as top executive of their ventures. We find that network characteristic are less important when enacting default and core roles while structural network characteristics influence the enactment of specialist roles as specialist roles are purposefully enacted with clear desired outcomes. Our study is one of few to integrate network structure with entrepreneurs' role enactment in their pursuit of resources. Our empirical findings suggest that understanding how network structure and actor agency intersect may assist resource-constrained entrepreneurs to be more strategic in seeking effective access to network resource opportunities. Networks provide resource opportunities, but the acquisition of these opportunities requires entrepreneurs' ambitions and ability to enact

leverage structural cues to evaluate new ventures under high uncertainty.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Innovation (session 1345)

Organizational Innovation and Resource Constraints in Institutionalized Industries

Author: **Joaquin Cestino**; joaquin.cestino@ju.se

Author: **Ted Baker**; Rutgers U.

Using a multiple-case, inductive longitudinal study of eight new ventures in the written news industry, we explore how divergent novelty emerges in resource-constrained firms in a highly institutionalized context. Our findings describe a process model of how this happens. In these organizations, resource constraints do not obstruct commitment to projects but instead, consistent with prior work on entrepreneurial bricolage, they direct the attention of actors to freely available but non-standard inputs. Divergent novelty emerges as these disparate resources are enacted in the creation of novel solutions. Our model identifies precursors to the emergence of bricolage processes as well as the emergence of organizational novelties that may feed processes of institutional change in highly institutionalized industries.

[view paper \(if available\)](#)

Overcoming the Similarity-Complementarity Dilemma in Open Innovation Partnerships

Designated as a "Best Paper" for ENT

Author: **Julia Katharina de Groote**; WHU - Otto
Beisheim School of Management

Author: **Sabrina Schell**; U. of Bern

Author: **Nadine Kammerlander**; WHU - Otto
Beisheim School of Management

Author: **Andreas Hack**; U. of Bern

different roles in different situations.

[view paper \(if available\)](#)

All the World's a Stage: Relational Identity and the Entrepreneurial Performance

Author: **Ace Beorchia**; U. of Tennessee

Past research has focused on personal identity ("who am I?"), role identity ("what do I do?"), and social identity ("who are we?") in the entrepreneurial context. In this paper, we introduce a new conceptualization of relational identity ("who am I in relation to you?") and develop a theoretical model of (1) the relational identity formation process, and (2) the impact of relational identity on individual and firm outcomes. Specifically, while past research has defined relational identity as "the nature of one's role relationship," we expand this definition by including personal, social, and role identities as key components of the relational identity. By including the audience as an active and critical player in the identity process, we fill the missing interpersonal component in entrepreneurial identity. Additionally, we introduce a related concept, the entrepreneurial performance, as a metaphor that describes the relational identity process. The entrepreneurial performance and proposed theoretical model of relational identity offer a compelling narrative through which scholars can better understand when, why, and how entrepreneurs navigate the complicated process of identity formation and the impact this has on the entrepreneurs and their firms.

[view paper \(if available\)](#)

How the Interplay Between Identity Work and Opportunity Development Influences Spin-Off's Commercial

Author: **Xiaohua Li**; Tsinghua U.

Author: **Xudong Gao**; Tsinghua U.

Through an inductive, qualitative study for 27 academic entrepreneurs, we explore how the interaction of a founder's identity work and opportunity development jointly shape academic

Despite the increasing importance of open innovation endeavors, the process through which firms select partners for open innovation and build relationships with them is not well understood. We aim to fill this gap in the literature by investigating this process using a qualitative approach. We base our findings on data from ten case studies, expert interviews, and secondary data. We conducted 53 interviews, 40 with members of the case study organizations and 13 with open innovation experts. We find that to perceive fit and enter a collaboration, firms have to balance similarity and complementarity between themselves and their partner. As similarity and complementarity by definition contradict each other, firms must overcome a similarity-complementarity dilemma. We find that while all firms use mechanisms of trust and control to address this dilemma, firms substantially differ in their propensity to engage in open innovation. This propensity not only influences the process but also – together with other factors – determines the open innovation strategy a firm chooses. We present and discuss four prototypical types of open innovation strategies.

[view paper \(if available\)](#)

The Paradox of Reputation for Innovation

Author: **Fei Li**; Arizona State U.

In recent years, reputation for innovation has been acknowledged as a distinct resource and an important predictor of market premium. However, our theoretical understanding of reputation for innovation is underdeveloped on several important fronts. First, although scholars have acknowledged that reputation for innovation can be decoupled from innovative activity or performance, the origin of reputation for innovation remains a mystery. More importantly, there is even anecdotal evidence that a firm's track record, which typically is thought of the foundation of organizational reputation, can even hamper the degree to which a firm earns a reputation for innovation. Furthermore, little is known about the potential downsides of this reputation. The purpose of this paper is to provide a general theory that systematically explores the antecedents, initial effects, and nature of reputation for innovation. By integrating research from

spin-off's commercialization speed. While entrepreneurs adopted decoupling, aggregating and deleting identity approaches to manage their hybrid identities, we found that, after experiencing identity process, some entrepreneurs reinforced their scholar role by reaffirmation mechanism, building spin-offs to drive disruptive innovation. In contrast, by employing deleting approach, other entrepreneurs redirect their attention and motivation, as well as expand scope of opportunity focus by weakening, even abandoning commitment to technology advancement, building spin-offs to satisfy consumer side. We propose that these identity works contribute to commercialization speed in a manner that reconfigure directions of opportunity development and business model. And thus, we establish a theoretical framework exploring how a founder's identity can influence venture performance.

[view paper \(if available\)](#)

Shared Identity, Says Who? How Diverse Organizations Interact in Entrepreneurial Ecosystems

Author: **Jonah Zankl**; Cambridge Judge Business School

Author: **Matthew Grimes**; Cambridge Judge Business School

Entrepreneurial ecosystems are comprised of a diverse and interacting set of organizations which aim to support and develop new ventures and their surrounding regions. Although prior research has celebrated the diversity of these support organizations as a necessary enabler of entrepreneurial capacity in a region, such diversity can at times introduce liabilities given different motives and interests. In this study, we explore how different organizations orient toward such diversity, thereby enabling or constraining the capacity for collaboration across ostensible divisions. Through an inductive case analysis of 15 organizations, we surface an inductive model of how leaders' perceptions of a regional ecosystem identity combine with their organizations' identity orientation to influence their interactions across the ecosystem. Based on this model, we propose a typology of organizational sponsorship, which

corporate reputation and innovation, I unpack several important implications for building and maintaining such a reputation. I further conclude that reputation for innovation has a paradoxical nature since it is easy to manipulate but hard to sustain. In doing so, this paper contributes to innovation, entrepreneurship, and reputation literatures.

[view paper \(if available\)](#)

Where Should Geese Lay the Golden Eggs: Employees' Decisions to Innovate In-House or Independently

Author: **Maya Kumar**; IE Business School

Author: **Daniel Richard Clark**; IE Business School

In an exploratory qualitative study of 22 individuals, we study employee motivations to build and launch a prototype, shed light on factors that influence whether innovation activity may take place, and if so, where – within the organization, through independent entrepreneurship, or in an incubator. We find three dimensions that influence employee innovation decisions. While the offerings from an organization such as recognition or rewards, support, and an openness to innovation facilitate innovation among employees, individual employees have personal innovation goals and loyalty to the company that also influence their innovation decisions. This research highlights the complexity of factors that influence different stages of employee decision-making when considering innovation in an organization, explores how work experience moderates different dimensions of an individual's perspective on corporate entrepreneurship, and indicates that employees prefer corporate entrepreneurship as the path of least resistance for innovation. Finally, we suggest that in a corporate environment, the intersection of the individual, the opportunity, and the organization requires attention. Not only are the individual's actions impacting whether they come across an opportunity, but it is also the organization, both in terms of the opportunity context, as well as the benefits it offers that enables the opportunity to be acted upon by the individual or others.

characterizes organizations as either builders, partners, participants, or bridgers. This model and typology extends our understanding of the differences between organizational sponsors within entrepreneurial ecosystems, while bridging the study of organizational identity, categories and ecosystems.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Network Perspectives 2 (session 1350)

How Entrepreneurs Navigate and Create Networking Arenas to Build Social Capital

Author: **Rand Gerges Yammine**; Imperial College London

Author: **Anne L.J. Ter Wal**; Imperial College Business School

Author: **Namrata Malhotra**; Imperial College London

Entrepreneurs engage in networking to build social capital for their venture. Yet there are divergent perspectives portraying entrepreneurial networking. On the one hand, it is perceived as a strategic endeavor involving deliberate tactics while, on the other hand, as a passive-reactive process in which individuals accumulate connections through influences largely outside their control. In this qualitative study, we examine how 22 technology entrepreneurs navigated the networking environment in London's entrepreneurial ecosystem in pursuit of social capital. We distill a dynamic model of entrepreneurial networking for social capital building to reveal three theoretical insights. First, we show that entrepreneurs interweave spontaneous personable with strategic intentional behaviors to navigate unbounded, expansive networking arenas. Second, we argue that these behaviors – rapport building, visibility building, and strategic filtering – trigger referrals and set in motion a relational snowballing mechanism that

ENT

New Drivers (session 1351)

Are Government Employees More Likely to Venture? (WITHDRAWN)

Author: **Mengli Zhao**; Xi'an Jiaotong U.

Author: **Shibin Sheng**; U. of Alabama, Birmingham

Author: **Yuan Cheng**; School of Economics and Management, Tsinghua U.

Although the new venture creation by government officers is ubiquitous, whether they are intended to entrepreneurship is poorly understood. According to the pull logic, government officers are more likely to form entrepreneurial intentions due to the benefits they can reap more easily whereas the push dynamic offers the contrasting explanation since government officers are pushed away from entrepreneurial activities as a result of high benefits, whether peculiar or non-peculiar, that government posts provide. Building on the pull-push theory, this study examines the pull and push mechanism, entrepreneurial alertness and life satisfaction respectively, in shaping entrepreneurial intentions for government employees. Besides, we also examine the interactive role between individual-level pull and push factors and macro-institutional factors in entrepreneurial intentions. We test our conceptual model by employing multilevel-modeling techniques with three archival data sources. Our findings reveal the competing mediation role of these two motivational factors in generating entrepreneurial intentions of government employees. Moreover, the role of these two motivational factors is conditioned by political

facilitates entrepreneurs' transition from expansive arenas to more bounded – either selective or self-created – arenas. Third, we highlight how the transition to bounded arenas enables entrepreneurs to engage with more like-minded individuals, triggering experience sharing and emotional bonding mechanisms that accelerate social capital building. Taken together, our model reveals how entrepreneurs grow their social capital incrementally by first combining spontaneous with strategic networking in unbounded arenas to gradually pave the way to deeper more focused relationships in bounded arenas.

[view paper \(if available\)](#)

Imprinting Effect of Initial Networks on Subsequent Network Status: A Replication and Extension Study

Author: **Forough Zarea Fazlelahi**; Queensland U. of Technology

Author: **Martin Obschonka**; Queensland U. of Technology

Author: **Henri Burgers**; U. of Queensland Business School

Author: **Per Davidsson**; Queensland U. of Technology

This article replicates and extends Milanov and Shepherd's ground-breaking study (Strategic Management Journal, 2013, 34, 727-750) of a positive imprinting relationship between a newcomer's first partners' reputation and its future network status over and beyond the current affiliations. Their analysis also showed this effect to be stronger for the newcomers whose initial partners formed a more cohesive network. This is while the predominant view to network emergence in the prior literature focuses on path-dependent mechanisms with immediately preceding network structures contributing to current network positions. The present study utilizes longitudinal data of 257 new mining firms (consisting of 118 de novo and 139 spinoff firms) to test such long-term imprinting effects in a different industry and with a novel focus on the parent-spinoff context. Using Milanov and Shepherd's model specifications, our results partially parallel theirs: we find a positive effect of the new firm's first partners' reputation in both our samples

institutions.

[view paper \(if available\)](#)

Born to Compete? Sibling Rivalry and Self-Employment

Author: **Taiyuan Wang**; China Europe International Business School (CEIBS)

Author: **Rachida Justo**; Institutu

Author: **Fan ZHANG**; China Europe International Business School (CEIBS)

Drawing on Social comparison and resource dilution theories, this study posits that sibling rivalry affects peoples' decisions to enter self-employment through two mechanisms. First, sibling rivalry fosters individual competitiveness, which triggers people to choose occupations that involve competitive behaviors such as self-employment. Second, by diluting parental resources, sibling rivalry negatively influences educational attainment. This, in turn, can affect self-employment in a non-linear fashion; people with lower education may lack the cognitive ability needed for self-employment, while those with higher education may find it more economically attractive to pursue wage jobs. We also argue that these two mechanisms—educational attainment and nurturing competitiveness—are moderated by the gender of the focal individual as well as by the gender composition of her siblings. We find evidence for these mechanisms by analyzing data from a survey of 4,086 individuals in China.

[view paper \(if available\)](#)

Do Non-Humans Engage in Entrepreneurial Action? Inquiry in Entrepreneurship's Socio-Biological Roots

Author: **Daniel Lerner**; IE Business School

Author: **Avery Ortiz-Hunt**; Baylor U.

This paper relaxes the assumption that entrepreneurial action is solely a human endeavor. We do so to extend and enhance research regarding the biological origins of entrepreneurship. As an initial foray into this conceptually and empirically elusive domain, we also present an exploratory, observational examination of entrepreneurial action

but no significant moderating effect of past cohesion. Moreover, extending Milanov and Shepherd's study, we find a positive effect of new spinoff firm's parent's reputation on its future status. This supports and extends the prior claims about the importance of founding conditions on new firm's subsequent organizational outcomes beyond the intermediate network conditions.

[view paper \(if available\)](#)

When Do Entrepreneurs Network? The Effects of Failure Threat and Self-Efficacy on Social Networks

Author: **Xi Chen**; U. of Nottingham, China

Author: **Bat Batjargal**; Oklahoma State U.

The extant research illustrated that social networks are crucial for entrepreneurial resource acquisition and success. However, few studies have investigated what situations lead entrepreneurs to engage in networking behavior and develop social networks. Building on resource allocation theory, we propose that networking behavior consumes cognitive attention and time resource, and entrepreneurs are more likely to engage in networking behavior when they face salient failure threat and hold low confidence in addressing such threat. With an experiment with 155 entrepreneurs in China, we found that failure threat increases entrepreneurs' networking behavior, and this effect is attenuated by self-affirmation. A longitudinal survey of 153 entrepreneurs in China showed that contingency of entrepreneurs' self-worth on business success, which amplifies the impact of failure threat, is associated with social networks rich in structural holes and low in density in the short term, whereas these effects are attenuated by entrepreneurial self-efficacy. In the long term, low self-efficacy and contingency of self-worth leads entrepreneurs to develop dense network. Overall, entrepreneurs' networking behavior is aligned with their dynamic needs, and the need to acquire information and resources is prioritized over the need to seek social support. The findings contribute to social capital theory, strategic view of entrepreneurial behavior, and psychological research on network activation.

[view paper \(if available\)](#)

among varied species. Both our theory and inquiry reflect upon mounting evidence within ethology, genetics, and sociobiology – as well as escalating interest among entrepreneurship scholars – regarding the efficacy of a broadened framework for the underpinnings of entrepreneurial action, including non-humans. As a field that has gained great insight through its multi-disciplinary orientation, we find that entrepreneurship would be well-served in searching for facets of its socio-biological roots among non-humans.

[view paper \(if available\)](#)

Why Do Generalists Become Entrepreneurs? Revisiting the Jack of All Trades Theory

Author: **Danny Chung**; Ivey Business School

Author: **Simon Parker**; Ivey Business School

Pursuing entrepreneurship is commonly thought to involve performing a wide range of tasks. Accordingly, there is ample evidence that generalists with a broad range of skills and experience are more likely to enter entrepreneurship. However, the theoretical mechanism behind the sorting of generalists into entrepreneurship remains unclear, with candidate theories including 'jack of all trades'; 'taste for variety'; and 'necessity entrepreneurship'. Based on the assumptions underlying each theory, we argue that the theories lead to different predictions regarding how the relationships between the number of tasks performed and 1) income, and 2) job satisfaction, differ for entrepreneurs, employees of young firms, and employees of incumbent firms. Using the data from the National Survey of College Graduates, we find that entrepreneurs are more likely to be driven by taste for variety, while employees of young firms are more likely to be driven by their jack of all trades productivity. We discuss implications for research as well as for individuals and policymakers concerned with promoting entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

The Effects of Business and Social Networks on Entrepreneurial Ecosystem Factors in Australia

Designated as a “Best Paper” for ENT

Author: **Sumedha Weerasekara**; Charles Sturt U.

Author: **Ramudu Bhanugopan**; Charles Sturt U.

The notion of entrepreneurial ecosystems has evolved with the advancement of theoretical research and empirical studies. Previous researchers have explained the importance of incorporating entrepreneurial ecosystems within a single framework to examine the functionality of the whole system. A single framework enables better understanding of the interaction between entrepreneurial actors and factors. Some researchers argue that the literature on clusters underplays the role of entrepreneurs and entrepreneurial management in creating and co-creating organizations, markets, and supporting ecosystems. This study seeks to contribute to the body of knowledge on entrepreneurial ecosystems to better explain how business and social networks together with entrepreneurial ecosystem factors impact the financial performance of small and medium-sized enterprises (SMEs). We collected data from 12 regional ecosystems and developed a model based on a set of entrepreneurial ecosystem factors. By identifying the impact of entrepreneurial ecosystem factors on SME financial performance, we found that business and social networks mediated the relationship between entrepreneurial ecosystem factors and SME financial performance. This study augments the existing body of knowledge by proposing ways that entrepreneurial ecosystem factors can be strengthened. These findings have theoretical and practical implications for the development of entrepreneurial ecosystem research and regional entrepreneurship development policies.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Social Enterprise and Social Entrepreneurship 1 (session 1352)

The Re-Enchantment of Collegiality as a Governance Practice for Social Enterprises

Author: **Florian Koehne**; U. of Edinburgh business school

Author: **Sarah Ivory**; U. of Edinburgh

In this working paper, we explore the re-enchantment of collegiality as a deviating form of organizational governance practice that contradicts the predominant institutional logic of teleological organizational rationalization in a capitalist system. We seek to understand when and how collegiality governance practices can be integrated into an organizational context and develop a neo-collegial framework for social enterprises. Using an institutional theory approach, we couple a post-Weberian understanding of the collegiality concept with social entrepreneurship and organizational governance research. Derived from empirical investigations in two case organizations, we found that a re-enchantment of collegiality in a social enterprise context requires a certain set of collegiality governance enablers on the micro, meso, and macro level, that allow for a transcendence of traditional collegiality principles from the political and institutional sphere into the organizational context of social enterprises.

[view paper \(if available\)](#)

How Social Entrepreneurs with a Migrant Background Create Opportunities for their Own Community

Author: **Asma Naimi**; ESADE Business School / Ramon Llull U.

Author: **Lisa K. Hehenberger**; ESADE Business School

Author: **Sophie Catherine Bacq**; Indiana U. - Kelley School of Business

Author: **Jill R. Kickul**; USC Marshall School of Business

Social entrepreneurs from marginalized communities who are at the center of the issues they aim to address are engaging in opportunity creation processes to tackle large scale societal challenges. This qualitative study explores how social entrepreneurs with a migrant background create opportunities to address migration issues and how their actions relate to their identity. We found that their approach towards opportunity creation and their identity are entangled with and emanate from three main problems, namely adversities that migrants face, exclusion from solutions, and the stigma associated with the label "migrant." The social entrepreneurs develop three interrelated mechanisms that are mutually reinforcing: navigating multiple systems by accessing resources through adaptive perseverance and by having an interconnected view; including the excluded by building bridges with an insider understanding and by having an empathic comprehension; and empowering their own community by elevating the status of the migrant community and by reclaiming their own identity. Our study shows how opportunity creation is influenced by and in turn influences the entrepreneur's social identity contributing to the entrepreneurship and social entrepreneurship literatures by building on concepts that have viewed entrepreneurship as a form of necessity and by developing our understanding of social entrepreneurs' opportunity creation process.

[view paper \(if available\)](#)

(Social) Entrepreneurship by Refugees

Author: **Marlies Koers**; U. of Groningen Centre for Entrepreneurship, The Netherlands

In a sample of 36 nascent refugee entrepreneurs, we examine the influences of personal unmet needs and prior knowledge on (social) opportunity recognition processes. We also examine how these entrepreneurs utilize their

networks and the types of barriers they experience in doing so. We answer the following research questions: To what extent do personal experiences and prior knowledge influence refugees in becoming (social) entrepreneurs in a host country, 2) what barriers can we detect, and 3) what are their networks' roles in this? We use a case study design with a mixed-method approach, combining in-depth interviews (n = 7) and descriptive survey data (n = 36). We collected data from two entrepreneurial training programs in the Netherlands. We find that prior knowledge, personal unmet needs, and specific prosocial motivations influence how a (social) entrepreneurial opportunity is recognized and perceived. In contrast to what was expected, prior knowledge hinders these refugees in starting up their businesses. We also find substantial barriers that hinder refugees from acting on their business ideas, such as language barriers, lack of knowledge of the cultural, legal, and political context as well as a lack of knowledge about the institutional system. Refugees often have little knowledge about their network, which they should utilize in establishing their business. We find that many refugees feel pushed into entrepreneurship and may be considered as necessity-driven entrepreneurs. When this happens, this influences the growth potential and success of these (nascent) ventures over time. Our research contributes to the literature on refugee entrepreneurship by examining the drivers and barriers that entrepreneurial refugees experience. Stimulating refugee entrepreneurship will increase integration, and can positively affect a host country's economy. It also increases refugee self-reliance. Our research also makes a practical contribution by providing a better understanding of how to empower and support (nascent) refugee entrepreneurs in integrating into their host country.

[view paper \(if available\)](#)

Institutional Voids and Social Entrepreneurship: How are Social Entrepreneurs Developing Unique Strategies to Cope with Institutional Voids?

Author: **Charles Amoyea Atogenzoya**; U. of Ca Foscari

Author: **Makafui Kwame Kumodzie-Dussey**; U. Ca' Foscari of Venice

A firm's performance is shaped by its ability to effectively manage the institutional context of its operations. With the institutional settings of developing countries varying greatly from those of developed countries, institutional voids are expected to impact social enterprises (SEs) differently due to their hybridity, in comparison to their western counterparts as well as their local counterparts (traditional for-profit businesses). Thus, whilst developing strategies to cope with institutional arrangements is important everywhere, it is more critical for SEs in particular, and entrepreneurs in general, operating in developing countries due to the underdeveloped institutional regimes that those entrepreneurs face. Yet theories and findings have been dominated by observations of, and insights derived from, developed market contexts with the few conducted in developing countries focusing largely on MNEs. Relying on an exploratory multiple-case study approach, this study seeks to strengthen and deepen our understanding of "social entrepreneurship" in and around institutional voids such as those found in developing countries. Specifically, the study explores how social entrepreneurs are developing unique strategies to cope with formal market institutional voids. Through a multiple case study of nine social enterprises, this paper theorizes a model, herein referred to as the Creative action-Connection-Capability-building and education model (3C model) that depicts the three key strategies that social entrepreneurs rely on in order to achieve their aims while overcoming institutional voids. The study contributes to the literature on institutional strategizing by illustrating how micro and small firms respond to formal market voids.

[view paper \(if available\)](#)

Asynchronous



ENT

Mental Health and Entrepreneurship 1 (session 378)

Entrepreneurs' Political Connections and Well-Being

Author: **Feng Xu**; South China Agricultural U.

Author: **Xueru Yang**; South China Agricultural U.

Author: **Xiaogang He**; Shanghai U. of Finance and Economics

Political connections are considered as individual-level social network, but little is known about the associations between political connections and personal outcomes (e.g., well-being) and its underlying mechanisms. Utilizing a sample of Chinese rural entrepreneurs, we aim to examine how political connections can shape their cognitive evaluation of subjective well-being (life and job satisfaction) by taking into consideration of mediating effects of rent seeking and institutional trust. Multilevel analyses reveal that political connections are positively associated with life and job satisfaction. Rent seeking and institutional trust function as mediators explaining the associations. Our study bears important theoretical implications for institutional influences on entrepreneur well-being as well as inspires policy makers relative to entrepreneurship.

[view paper \(if available\)](#)

Entrepreneurship and Well-Being: Accounting for the Heterogeneity of Entrepreneurs

Author: **Evelien PM Croonen**; U. of Groningen

Author: **Florian Noseleit**; U. of Groningen

Author: **Michael Wyrwich**; U. of Groningen

Entrepreneurship research has predominantly highlighted autonomy as the central source of the well-being bonus that entrepreneurs receive compared to employees. However, an important complementary explanation of entrepreneurs' well-being has received less attention: entrepreneurship as a source of benevolence. We contribute to research on entrepreneurship and well-being by combining self-determination theory (SDT) with Schwartz's value theory to develop a novel framework that (i) introduces benevolence as a relevant psychological need in addition to autonomy, and (ii) includes heterogeneity in both need strength and perceived need fulfillment regarding autonomy and benevolence in explaining individuals' entrepreneurial choices and ultimately their well-being. Using individual-level European Social Survey (ESS) data comprising 32 countries over the time period 2002 to 2016, our analysis reveals heterogeneity in individuals' need strengths regarding autonomy and benevolence and different effects on their entrepreneurial choices (i.e. being an entrepreneur in a commercial or social sector). Furthermore, we find that the perceived fulfillment of both needs have different effects on well-being depending on individuals' choices for entrepreneurship in social or commercial sectors.

[view paper \(if available\)](#)

Entrepreneurship, Coping, and Eudaimonic Well-Being

Designated as a "Best Paper" for ENT

Author: **Boris Nikolaev**; Baylor U.

Author: **Michael Lerman**; Iowa State U.

Author: **Brandon Mueller**; Iowa State U.

Using data from wave 2 and 3 of the National Study of Midlife in Development in the United States (N=3669), the present study investigates the link between entrepreneurship and eudaimonic well-being (purpose, growth, self-acceptance, autonomy, mastery, and positive relations) by examining two categories of coping strategies (emotion- and problem-focused strategies) as possible mediators. The results suggest that entrepreneurs experience significantly higher levels of eudaimonic well-being relative to their non-entrepreneurial counterparts. These well-being benefits accrue almost entirely because entrepreneurs are more likely to use problem-focused coping (e.g., positive reinterpretation, active coping, and planning) as opposed to emotion-focused coping strategies (e.g., venting, denial, and behavioral disengagement). These positive psychological benefits are more likely to benefit entrepreneurs who manage and supervise others. The results are robust even after accounting for genetic and shared environmental factors in a sub-sample of twins (N=1006).

[view paper \(if available\)](#)

The Happy Entrepreneur? A Meta-Analysis of Entrepreneurship and Well-Being Considering Context

Author: **Ute Stephan**; King's College London

Author: **Andreas Rauch**; U. of Sydney Business School

Author: **Isabella Hatak**; U. of St. Gallen

Entrepreneurs' wellbeing is receiving increasing attention in research and practice, but uncertainty remains whether entrepreneurs experience higher wellbeing than non-entrepreneurs, which contingencies drive potential differences. To date, theory and empirical evidence offer conflicting predictions and findings, using different indicators of wellbeing and largely ignoring the context in which the entrepreneurs are embedded. We introduce the component view of wellbeing to entrepreneurship research and theorize how the components of wellbeing (cognitive wellbeing, positive and negative affective wellbeing, stress-related mental health problems) are differently sensitive to dissonance and stressor-strain processes associated with entrepreneurship. The results of our meta-analysis comprising 251 independent samples from 96 studies indicate no differences in negative and positive affective wellbeing between entrepreneurs and non-entrepreneurs. We find that entrepreneurs are more satisfied with their work and life but also experience more stress-related mental health problems. The strength of the associations of cognitive wellbeing (satisfaction) and mental health problems with entrepreneurship is contingent upon country contexts that enable choice and trigger dissonance processes versus those that increase constraints and stress for entrepreneurs. We also find differences between opportunity and necessity entrepreneurs. In sum, our findings nuance the dominant narrative of entrepreneurship as a 'happy occupation'.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

AAT

It's Not Just You! Let's Have an Honest Conversation about Failure (session 380)

Dealing with failure is one of the most common challenges scholars face in their academic careers. Failure might concern the publication process, one's career path, or ability to disseminate knowledge to students and the broader society. In general, scholars encounter more failures than successes; yet in public, we mainly talk about successes, and often form narratives of negativity around failure. In this Professional Development Workshop (PDW), we aim to rebalance this discussion and to add nuance to the stories of success by bringing into the spotlight experiences of failure. This PDW provides an opportunity to hear from a diverse and distinguished panel of scholars about their failures, ranging from dry-spells in publishing to the acceptance of the 'wrong' job and much more. Through these personal stories from our panel members, this PDW aims to (a) normalize failure and initiate an open and honest discussion about it, (b) illustrate how to ask for help if one needs it, and (c) offer ways to overcome or even embrace failure sometimes. The panel presentations are followed by interactive roundtable discussions and dialogues. Each roundtable is led by panelists and panel-organizers. The roundtable sessions allow participants to share ideas and become more comfortable in talking about failures in a safe environment.

Real-time Open

PDW (WORKSHOP)

DIVERSITY

INTERNATIONAL

RESEARCH

THEME

LIVE - OPEN

AFAM

Ethics in Africa: Philosophical and Organizational Perspectives (session 381)

Real-time Open

LIVE - OPEN

PDW (WORKSHOP)

DIVERSITY

INTERNATIONAL

RESEARCH

GDO

OB

MOC

Positive Relationships Across Difference: Emerging Lenses on the Minority Experience (session 384)

Finalist for MOC Division Best Symposium Award

In recent years, researchers have paid increasing attention to relationships across difference (RADs), or interpersonal relationships between coworkers who have different cultural identities (e.g., gender, race, ethnicity, disability, sexual identity). Much of the research has emphasized that RADs, such as cross-race relationships, involve significant challenges such as prejudicial interactions, intergroup anxiety, and identity threat. The papers in this symposium complement previous research on challenges associated with RADs by also investigating key variables involved in positive relational dynamics in RADs. Although previous research has suggested that a learning approach is critical for positive relationships (Davidson & James, 2007), more research is needed to understand variables involved in relational dynamics that foster learning, especially in RADs. The papers in this symposium identify important factors that may affect learning in RADs, such as mindful correcting, sharing struggles, generative emotions and diversity cultures, and role models.

Fumbling in Relationships Across Difference: Spiraling of a Single Identity Reference at Work

Sandra Cha; Brandeis U.

Stephanie J. Creary; The Wharton School, U. of Pennsylvania

Laura Morgan Roberts; U. of Virginia Darden School of Business

The Influence of Leaders Sharing Their Own Struggles on Reducing Stereotype Threat for Women in STEM

Aitong Li; Columbia U. Teacher's College

Caryn J. Block; Teachers College, Columbia U.

Culturally- and Emotionally-Contingent Help in Elite Units with Low Social Diversity in Leadership

Stephanie J. Creary; The Wharton School, U. of Pennsylvania

Brianna Barker Caza; U. of North Carolina at Greensboro

Hise O. Gibson; United States Military Academy

Laura Morgan Roberts; U. of Virginia Darden School of Business

Arran Caza; U. of North Carolina, Greensboro

Marginalized and Liminal: The Role of Relationships in Bolstering and Hindering Transition Success

Katina Sawyer; George Washington U.

Brent John Lyons; Schulich School of Business

Sabrina DeeAnn Volpone; U. of Colorado, Boulder

Christian Noble Thoroughgood; Villanova U.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

DIVERSITY

RESEARCH

THEME

TIM

Talent Management & Innovation: TIM Conversations - Leadership and Innovation (session 388)

The Interactive Influence of CEO Relative Compensation and Risk Propensity on Firm Innovation

Author: **Andres Felipe Cortes**; Sacred Heart U.

Author: **Younggeun Lee**; Cal State, Los Angeles

Author: **Pol Herrmann**; Iowa State U.

We develop a contextualized theory that explains how CEOs' relative compensation perceptions shape how small- to medium-sized firms (SMEs) engage in exploratory innovation efforts. While both underpaid and overpaid CEOs are likely to search for exploratory innovation opportunities, we suggest that the relationship is increasing for underpaid CEOs and decreasing for overpaid CEOs. We also follow recent suggestions in strategic leadership research to integrate compensation and dispositional predictors of executive behavior (i.e. person-pay interactions) and hypothesize how CEOs' compensation perceptions interact with CEOs' risk propensity to explain SMEs' engagement in exploratory innovation. Our results from a sample of 381 SMEs in Colombia highlight the importance of studying compensation perceptions as predictors of strategic choices in specific contexts. We also show the relevance of studying executive compensation in conjunction with executives' personal dispositions (i.e. risk propensity), as they can both shape strategic actions. We discuss implications for strategic leadership in SMEs.

[view paper \(if available\)](#)

CEO Narcissism and Innovation Strategy: Evidence from CEOs Successions

Author: **José Mata**; U. of Lausanne, HEC Lausanne

Author: **Umair Khan**; Faculty of Business and Economics (HEC Lausanne), U. of Lausanne

We build on insights from upper echelon theory and personality psychology, to suggest that the personal need for attention and admiration of highly narcissist CEOs leads them to take aggressive innovation strategies. We hypothesize that highly narcissist CEOs undertake aggressive innovation strategies by investing in R&D, doing more technological acquisitions, hiring more scientific/technological executives, and introducing new products to market at a faster rate than less narcissist CEOs. We test these hypotheses using CEO succession events in innovative industries including drugs, medical devices, hardware, and semiconductor from 1998 to 2008. Results provide considerable support to our hypothesis and highlight the importance of executive narcissism in the pursuit of aggressive innovation strategies. Our study makes contributions to literature on executive personality and strategic decision making and has implications for managers and corporate boards.

[view paper \(if available\)](#)

Toward a Taxonomy of Innovation Leadership on the C-Level

Designated as a "Best Paper" for TIM

Author: **Fabian Reck**; U. of Bamberg

There is broad evidence for the impact of senior executives on organizational innovation. Still, research lacks

insight what top managers “actually do”, i.e. by which behaviors they promote innovation in the firm. Drawing on strategic leadership theory and configuration theory, this paper develops a taxonomy of innovation leadership on the c-level. I first draw on research literature to subsume four different leadership behaviors that cover the major ways of how top managers get involved in organizational innovation. Second, I employ cluster

analysis on survey data from 411 senior executives in German manufacturing firms to classify different innovation leadership “styles”, i.e. how top managers combine those four innovation leadership behaviors. Third, I conduct discriminant analysis to explore if variables discussed in strategic leadership theory such as demographics, professional background, personality, and job characteristics predict in which innovation leadership behaviors top managers engage. As a result, eight different types of top managers and innovation leadership “styles” are identified: (1) Lightweight; (2) Inventor; (3) Hands-on Innovator; (4) Entrepreneur; (5) Headcoach; (6) Gardener; (7) Evangelist; (8) Superhero. Furthermore, discriminant analysis demonstrates that for each of these eight types a distinct profile of observable experiences, personality traits, and job characteristic exists.

[view paper \(if available\)](#)

The Effects of Hierarchy on Learning and Performance in Business Experimentation

Designated as a “Best Paper” for TIM

Author: **Sourobh Ghosh**; Harvard Business School

Author: **Stefan Thomke**; Harvard U.

Author: **Hazjier Pourkhalkhali**; Optimizely, Inc

Do senior managers help or hurt business experiments? Despite the widespread adoption of business experiments to guide strategic decision-making, we lack a scholarly understanding of what role senior managers play in firm experimentation. Using proprietary data of live business experiments from the widely-used A/B testing platform, Optimizely, this paper estimates the influence of senior managers on learning from experiments and their performance outcomes across industries and contexts. Our findings suggest that senior management’s impact is mixed. On the one hand, senior managers’ involvement associates with bolder experiments that create more statistically significant learning signals aiding in the exploration of new strategic directions. On the other hand, their involvement may undermine parallel testing and cause-and-effect learning that is instrumental to optimization and performance improvements. Our results contribute to a burgeoning literature on experimentation in strategy, while helping articulate limits that organizational design might place on data-driven decision-making. Furthermore, we articulate different experimental learning modes in the formation of strategy, offering important implications for how managers can modulate search and performance outcomes.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

RESEARCH

LIVE - OPEN

CAR

Resilience, Specialization, and Perspective Taking (session 382)

Specializing Generalists: Job Rotations, Managerial Learning, and Promotions

Arnon Reichers Best Student Paper Award Nominee
Designated as a "Best Paper" for CAR

Author: **Olga Ivanova**; HEC Paris

Author: **Roxana Barbulescu**; HEC Paris

We examine the effect of cross-functional lateral transfers on managers' advancement within an organization. We suggest that job rotations influence managerial development and as a result career progression through two distinct elements – functional diversity and skills specialization. While cognitive complexity and adaptability require diverse experience and could be learned through dealing with novel situations, many other managerial skills, such as people management or negotiation skills take time to develop and therefore need a certain level of concentration on performing similar tasks. Job rotations create opportunities for the former but may undermine the development of the latter. We test our hypothesis using personnel data from the Russian branch of a large multinational pharmaceutical company. We find that in general managers with experience in multiple functions achieve higher grades in the organizational hierarchy than those whose experience is concentrated in one function. However, functional diversity seems to create career benefits only when an individual has achieved a middle management level and has the opposite effect earlier in career. We also find that those managers who specialized in performing certain types of managerial activities throughout their career have improved chances to achieve senior organizational levels. The findings have implications for research on managerial development, as well as literature on labor mobility and career studies.

[view paper \(if available\)](#)

ODC

ODC Distinguished Scholar Presentation: Andrew Van de Ven (session 385)

We are delighted to honor Professor Emeritus Andrew Van de Ven, University of Minnesota, as the recipient of the 2020 ODC Distinguished Scholar Award. Professor Van de Ven's seminal work on innovation and change as well as on engaged scholarship is foundational to the mission and values of our ODC Division. Over the years, his outstanding work has provided an insightful set of ideas generating dialogues between rigor and relevance that has been diffused over the world. Indubitably, Professor Van de Ven has, and still is, "broadening our sight!" Professor Van de Ven's address is entitled: "Broadening our sights on ODC".

Real-time Presenter

PLENARY SESSION

LIVE - PRESENTER

Specializing Generalists: Job Rotations, Managerial Learning, and Promotions

Arnon Reichers Best Student Paper Award Winner

Designated as a "Best Paper" for CAR

Author: **Olga Ivanova**; HEC Paris

Author: **Roxana Barbulescu**; HEC Paris

We examine the effect of cross-functional lateral transfers on managers' advancement within an organization. We suggest that job rotations influence managerial development and as a result career progression through two distinct elements – functional diversity and skills specialization. While cognitive complexity and adaptability require diverse experience and could be learned through dealing with novel situations, many other managerial skills, such as people management or negotiation skills take time to develop and therefore need a certain level of concentration on performing similar tasks. Job rotations create opportunities for the former but may undermine the development of the latter. We test our hypothesis using personnel data from the Russian branch of a large multinational pharmaceutical company. We find that in general managers with experience in multiple functions achieve higher grades in the organizational hierarchy than those whose experience is concentrated in one function. However, functional diversity seems to create career benefits only when an individual has achieved a middle management level and has the opposite effect earlier in career. We also find that those managers who specialized in performing certain types of managerial activities throughout their career have improved chances to achieve senior organizational levels. The findings have implications for research on managerial development, as well as literature on labor mobility and career studies.

[view paper \(if available\)](#)

Resilience Does Matter: A Meta-Analysis of Trait Resilience Outcomes in the Organizational Setting

Arnon Reichers Best Student Paper Award Nominee

Designated as a "Best Paper" for CAR

Author: **Mehri E. Baloochi**; U. of Manitoba

Trait resilience is defined as assets or strengths helping resilient individuals to adapt in the face of

adversity. In this study, I investigate the effect of trait resilience on work and life outcomes and the boundary conditions of these effects in the organizational setting by conducting a meta-analysis of 104 independent samples (including 30,959 workers). The results indicate that resilience is moderately linked with life outcomes (psychological wellbeing, $r = .37$; physical wellbeing: $r = .24$) and work outcomes (burnout: $r = -.37$; job satisfaction: $r = .32$; organizational commitment: $r = .34$; turnover: $r = -.34$), however it is not significantly associated with job performance ($p = .07$). As all relationships exhibit a heterogeneous distribution of effect sizes, I also investigate four potential moderators of these effects. I find that while individual variables of age, gender, and occupation do not significantly moderate these effects, the type of stressor experienced seems to explain some of the heterogeneity. Further, an explanatory model is suggested to describe the mechanisms through which trait resilience is linked to these outcomes. The implications of these findings and directions for future research are discussed.

[view paper \(if available\)](#)

The Role of Perspective Taking on Supervisor Off-Work Privacy Violations: A Three Study-Replication

Careers Division Best Overall Paper Award Nominee
Designated as a "Best Paper" for CAR

Author: **Jacob Albert McCartney**; Michigan State U.

Author: **Samantha Jordan**; Florida State U.

Author: **Jennifer Franczak**; Pepperdine U.

Author: **Wayne Hochwarter**; Florida State U.

Author: **Angela Hall**; Michigan State U.

Constant connectivity, aided by smartphones and email, is an increasingly prevalent reality of modern workplaces. Most research has emphasized the negative effects of this connectivity including employee stress (Barber & Santuzzi, 2015; Richardson, 2017) and anger (Butts et al., 2015). However, benefits of staying connected to work including flexibility (Kossek & Thompson, 2016) and perceived positive career outcomes (Boswell & Olsen-Buchanan, 2007), point to a more nuanced picture. Our study proposes a moderator to explain this variance; perspective taking. Perspective taking is a resource which allows individuals to understand

the viewpoint of others (Ng, Hsu, & Parker, 2019). Within the context of supervisor off-work privacy violations (SPV), we propose that employee perspective taking can dampen the negative effects of SPV, through providing context for why these violations have occurred. Across a three-study constructive replication, we find evidence that employees who are both high in SPV and high in perspective taking have better outcomes including lower depressed mood at work, lower job tension, higher job satisfaction, higher job performance, and more OCBs. As such, our study presents preliminary evidence that perspective taking can ameliorate the negative effects of SPV while allowing workers to benefit from its positive components.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

STR

STR Division Business Meeting (session 387)

Come join us for the Strategic Management division's business meeting! The meeting is a great place to learn all about the workings of the division, acknowledge the hard work of the many dedicated committee members who help put the program together, and congratulate paper award winners, best reviewers, and our newly elected officer! The business meeting will be immediately followed by the STR Social. We hope you will join us! Division Chair: Samina Karim, Northeastern U Division Chair-Elect: Tim Folta, U of Connecticut Program Chair: Heather Berry, George Washington U. Assistant Program Chair: Michael Leiblein, Ohio State U. Past Division Chair: Xavier Martin, Tilburg U. Treasurer: Paul Drnevich, U. of Alabama Secretary: Michael Holmes, Florida State U. Communications Director: Paolo Aversa, Cass Business School

Real-time Open

MEETING

LIVE - OPEN

HR

Potential, Performance, and Succession (session 383)

Succeeding at CEO Succession Planning: Linking Expertise, Board Attention, and Planning Activities

Designated as a "Best Paper" for HR

Author: **Andre Havrylyshyn**; Darla Moore School of Business, U. of South Carolina

Author: **Donald Joseph Schepker**; U. of South Carolina

While formalized succession planning activities by boards can help with CEO succession outcomes and directors recognize their importance, there remains considerable variance in the degree to which boards actually conduct such activities. Drawing upon the attention based view of the firm and information processing theory, we propose that boards which have individual directors who possess relevant professional expertise related to CEO succession are more likely to be consistently engaged with CEO succession planning. As a result, we suggest that boards with directors who have backgrounds suggesting CEO succession planning expertise will be more likely to conduct formalized CEO succession planning activities. Thus the positive relationship between individual CEO succession expert directors and formalized succession planning activities by the board is partially mediated by the board's attentional engagement with CEO succession planning. We identify two kinds of directors, those with professional experience working in human resources and those directors who are retired (outside) CEOs, who qualify as directors with CEO succession expertise. We test our hypotheses utilizing a sample of 354 firm-year observations from large North American firms across three years (2013-2015).

[view paper \(if available\)](#)

Performance Management and Innovation: A Human Capital Perspective

Designated as a "Best Paper" for HR

Author: **Junhyok Yim**; Texas A&M U.

Author: **David Walter Sullivan**; Texas A&M U.

Author: **Deidra J. Schleicher**; Iowa State U.

Author: **Heidi Marie Baumann**; Bradley U.

Author: **Lorenzo Lucianetti**; U. di chieti e pescara

Author: **Xenophon Koufteros**; Texas A&M U.

Recent debates on the effectiveness of performance management (PM) have prompted questions on whether and how PM affects organizational outcomes. Addressing recent calls in the literature regarding the need to identify additional drivers of innovation, we examine an important, yet underexamined, question: when and how does PM lead to firm innovation and performance? We focus on a specific type of PM (e.g., learning and innovation PM focus) as well as the agility of the PM system. First, we argue that a learning and innovation PM focus and PM agility both have a positive relationship with firm innovation and performance, via the key human capital mediators of knowledge sharing and employee motivation. In addition, testing the congruence hypothesis within systems theory, we hypothesize that the effect of a learning and innovation PM focus is strengthened when the organization espouses a more innovative strategy. Moreover, we argue that both mediators of knowledge sharing and motivation are necessary to maximize innovation and firm performance. We test our model with a sample of 201 Italian firms, where multi-source and longitudinal data were collected, and results show support for our hypotheses. Overall, our investigation advances knowledge about what PM systems should look like to best drive innovation in organizations.

[view paper \(if available\)](#)

More than Just the Market: How Changes in Pay Policy Affect Organizations' Performance Outcomes

Winner of HR Division Best Student Paper Award

Designated as a "Best Paper" for HR

Author: **Hanbo Shim**; Rutgers U.

Author: **Xueqing Fan**; Rutgers U.

Author: **Michael Sturman**; Rutgers U.

Author: **Mark Brown**; Bradley U.

In this study, we propose a new theoretical framework integrating economic perspectives with psychological theories and the human capital emergence model to investigate the unique nature and dynamic function of pay level change over time above and beyond the static effect of pay level on organizations' operational and financial performance outcomes. Analyzing the longitudinal sample of nurses from 227 hospitals over 13 years, we show that the extent to which pay level changes entail unique effects on organizations' performance outcomes after controlling for the absolute pay level. In so doing, we extend the existing theory from static view of economic perspectives to the dynamic view of pay level changes over time at the firm level. Moreover, we use the latent change score models as a new analytical approach in compensation research to systematically examine the dynamic effects of pay level changes above and beyond the absolute pay level on both operational and financial outcomes. The results of our research provide important managerial implications for the effective design and implementation of a firm's pay policy over time while offering directions for future research to examine the dynamic effects of changes in other components of compensation systems.

[view paper \(if available\)](#)

Antecedents and Performance Consequences of High-Potential Scheme Use

Designated as a "Best Paper" for HR

Author: **Benjamin Philipp Krebs**; U. of Paderborn

This study investigates antecedents and performance consequences of high-potential schemes, which are at the core of exclusive, workforce-differentiation based approaches to talent management. Drawing on competitive- and culture-based contingency logic, I theorize that firms are more inclined to employ a high-potential scheme and benefit to the largest extent from developing their most valuable and unique employees by such means when this practice fits their competitive and cultural environment. Using a cross-national sample of private firms from 23 countries to test my hypotheses, the results on the antecedents of high-potential scheme use generally support a contingency perspective, but show a complex pattern of practice adoption. The findings highlight the importance of differentiating between firms' decision to implement a high-potential scheme and the decision concerning the extensiveness to which such a scheme is used for the development of high-potential employees. The relationship of high-potential scheme use with organizational performance was found to be significant and positive, but contrary to expectations, did not vary as a function of competitive and cultural contingency factors.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

IM

IM Division Award Winning Papers 1 (session 390)

MNE Space and Subnational Location Choice

IM Division GWU-CIBER Best Paper on Emerging Markets Finalist

Designated as a "Best Paper" for IM

Author: **Yong Wang**; Xi'an Jiaotong U.

Author: **Yi Tang**; U. of hong kong

Author: **Xiaotao Yao**; Xi'an Jiaotong U.

Author: **Shu Yu**; City U. of Hong Kong

Multinational enterprises (MNEs) tend to invest less in countries or the regions of a country that have weak institutions to avoid high risk and high uncertainty. However, their sensitivity to institutional development may vary with their experience in host countries. This study theorizes that the geographic dispersion of an MNE's subsidiaries, the so-called MNE space, in a host country will substantially alleviate the MNE's concerns about weak institutions in the host country. To test our idea, we measure MNE space by the relative structural position in the network formed by the MNE's existing subsidiaries in the host country. A large space helps MNEs develop a diverse institutional knowledge base which can mitigate the risk associated with weak institutions in a subnational region. Therefore the negative relationship between weak institutions and MNE location choice will be weakened with an increase in MNE space. Such an effect is stronger for MNEs with richer prior experience in the host market and with a larger home-host institutional distance. An analysis of the sequential location choices in China made by 288 Fortune Global 500 MNEs during 1997-2009 renders strong support to our predictions.

[view paper \(if available\)](#)

The Effect of Exporting to Country of Origin on the Financial Performance of Immigrant-Owned SMEs

IM Division HKUST Best Paper in Global Strategy Finalist

Designated as a "Best Paper" for IM

ENT

Spinout 2 (session 389)

Academic Spin-Off Resource Mobilization and Performance: The Role of Social, Economic & Hybrid Goals

Designated as a "Best Paper" for ENT

Author: **Raj Krishnan Shankar**; Nord U. Business School

Author: **Seyed Hooman Seyed Abootorabi**; Syracuse U.

Author: **Einar Rasmussen**; Nord U. Business School

Despite a growing interest in hybrid goals and blended value creation in entrepreneurship, most empirical studies assume that new ventures are created with a pure profit motive. It is increasingly acknowledged that new ventures often pursue both economic and non-economic goals. Still, we know little about how such diversity in organizational goals influence the behavior and performance of new ventures. The goal of creating societal impacts is particularly salient in academic spin-offs (ASOs) seeking to commercialize scientific research. Based on the behavioral theory of the firm we hypothesize that the initial goals of ASOs will influence both resource mobilization and performance. We use a unique longitudinal dataset of 374 ASOs in Norway and used business plans to code their initial goals. By combining several data sources, we could follow a sample of 275 ASOs longitudinally. We find that initial goal orientation is a strong predictor of resource mobilization behavior and ASOs which have balanced goals end up raising more capital overall and performing better than ASOs with either economic or societal goals alone. These findings have substantial implications for how scholars conceive and theorize about hybrid goals and blended value creation in entrepreneurship, and for the development and performance of ASOs in particular.

[view paper \(if available\)](#)

Human Capital and Spinout Growth: Linking Relatedness, Redeployment, and Performance

Author: **Horatio M. Morgan**; Ryerson U.

Author: **Sui Sui**; Ryerson U.

Author: **Shavin Malhotra**; U. of Waterloo

Immigrant-owned SMEs primarily export to their owners' country of origin. However, conflicting findings suggest theoretical ambiguity in how their country-of-origin export strategy influences their financial performance. Adopting a contingent perspective, we theorize how socially embedded immigrant owners derive superior performance from an intensive country-of-origin export strategy. Based on a sample of 6,319 immigrant-owned SMEs, we find that SMEs led by immigrant owners with longer length of stay in the country of residence, and whose country of origin is geographically proximate to their country of residence, generate superior financial performance from an intensive country-of-origin export strategy.

[view paper \(if available\)](#)

Corporate Governance and Foreign IPO Underpricing: A Configurational Approach

IM Division CGIO Best Paper in International Corporate Governance Finalist

Author: **Zhihan Shen**; National School of Development at Peking U.

Author: **Igor Filatotchev**; King's College London

Author: **Ryan Adam Krause**; Texas Christian U.

Drawing on a configurational approach fuzzy-set Qualitative Comparative Analysis (fs/QCA), the study investigates different bundles of governance mechanisms that can mitigate information asymmetry surrounding foreign IPO firms in the U.S. capital market, thereby affecting their IPO performance. With a focus on relatively unexplored role of debt governance in the context of foreign IPOs, we examine how debt interacts with various governance practices and changes effective configurations of equity-based governance mechanisms. Finally, the empirical results demonstrate multiple governance bundles coexist that can effectively mitigate information asymmetry in the U.S. capital markets and lead to low underpricing, i.e. equifinality; and the constellations of governance mechanisms that lead to high underpricing are fundamentally and qualitatively

Author: **Christopher Albert Sabel**; BI Norwegian Business School

Author: **Amir Sasson**; BI Norwegian Business School

Established firms use spinouts as corporate venturing strategy to build-up novel businesses. For that end, they redeploy resources such as equity and human capital to the newly founded entities. Prior studies analyze the effect of resource redeployment on spinout performance with parent-spinout relatedness as a proxy, however come to conflicting results. Using unique microdata of the population of firms and employees in Norway from 2005 to 2015, we disaggregate the relationship between knowledge relatedness, human capital redeployment and spinout performance. Relying on resource-based theory and the knowledge-based view of the firm, we find that there is a positive and direct effect between relatedness and redeployment, as well as between redeployment and spinout performance. However, we do not find evidence for a direct effect of relatedness on performance. We further find that parents' majority ownership of the spinout moderates the likelihood of human capital redeployment negatively and redeployment's effect on performance positively. Similarly, moderate parent-spinout social ties the effect of human capital redeployment on spinout performance positively. Our results contribute to resource redeployment theory by testing novel boundary conditions of human capital redeployment and to research on spinout performance elucidating the link between relatedness, resource redeployment and performance.

[view paper \(if available\)](#)

Product Innovation Strategy, Initial Knowledge Base, and Market Entry Performance of Spin-Outs

Author: **Sascha G. Walter**; U. Wuerzburg

Author: **Achim Walter**; U. of Kiel

This study draws on the knowledge-based view and organizational learning theory to explore how the pre-entry product innovation strategy, per se and in interaction with the initial knowledge base, affects the market entry performance of spin-outs. Specifically, we suggest that specialization, i.e.,

different from those lead to low underpricing, i.e. asymmetric causality.

[view paper \(if available\)](#)

Contingent Signaling Effects of Anti-Mafia Interventions of MNEs' Acquisitions in Italy (2000-2015)

IM Division Georgetown Best Paper in International Business and Policy Finalist

Author: **Himanshu Bhatt**; ESSEC Business School

Author: **Elisa Operti**; ESSEC Business School

Extant research on cross-border acquisitions argues that foreign firms' ownership choices reflect signals about the quality of local institutions, in a way that a 'positive' signal is typically associated with a higher likelihood of majority ownership. In this paper, we challenge the common assumption that foreign firms univocally interpret such signals as positive or negative. We propose that MNEs may interpret the same signals differently depending on the consistency between the signal and the recipients' mental models about the underlying phenomena. We test these conjectures in the context of government-sponsored institutional actions against mafia operations in Italy, using a dataset comprising 3,924 foreign acquisition deals in Italy in the period 2000 - 2015. Our findings indicate that MNEs' ownership level increases as a response to anti-mafia institutional actions only when the acquirer is rooted in contexts (sectors or countries) that make the signal salient. Adopting a signaling theory perspective, our results contribute to international business research by placing a unique emphasis on signal interpretation. We also bring a more nuanced understanding of how the continued rise of organized crime as an important economic actor presents a grand challenge to a rule-based society.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

focusing on either exploration or exploitation, is superior to balanced or combined ambidexterity. We also argue that the diversity and scope of the initial knowledge base enhances the effect of specialization. Findings from 156 technology spin-outs support most of our suggestions. The study contributes the extant literature by providing a more nuanced and interactive understanding of knowledge legacies and innovation activities by spin-outs.

[view paper \(if available\)](#)

Spin-Outs' Knowledge Legacies and Parent Hostility: A Competitive Dynamics View

Designated as a "Best Paper" for ENT

Author: **Sascha G. Walter**; U. Wuerzburg

This study adopts a competitive dynamics perspective to illuminate how and when different types of knowledge transferred by a spin-out trigger parent hostility. Specifically, we propose based on the awareness- motivation-capability framework that (1) transfers of market-related and technology-related knowledge will yield hostility and that (2) market commonality, resource similarity, and competitive intensity will exacerbate this effect. Findings from 207 spin-outs support several of our hypotheses. The study contributes to the extant literature by providing a more nuanced view on knowledge legacies, in particular regarding their interplay with a spin-out's strategic positioning and resulting competitive reactions on part of the parent.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

OMT

STR

TIM

Rethinking Capitalism: Exploring Systemic Responses to the Crises of our Times (session 393)

What is capitalism? One of humanity's greatest inventions, and the greatest source of prosperity the world has ever seen? A menace on the verge of destroying the planet and destabilizing society? Or some combination of the two? Should capitalism be reformed or revolutionized? We need a systemic way to think through these questions. Are the systems that we currently use to govern the activities of private corporations still adequate in the face of the enormous problems we face? What kinds of reform might enable capitalism to overcome these problems? If revolution is needed, what should replace it? And whether the path is reform or revolution, how do we get from here to there, given the enormous pressures that corporations are under every day? In this symposium, we propose to discuss these issues from a number of contrasting perspectives.

Real-time Presenter

LIVE - PRESENTER

THEME

SYMPOSIUM

STR

ONE

Corporate Social and Political Activism (session 1438)

Firms and their managers are increasingly taking a stand on pivotal and often polarizing social and political issues such as gun control, immigration, LGBT rights, and climate change. Yet management research has only recently begun to explore the antecedents and consequences of such corporate activism. The purpose of this panel is to explore opportunities and future directions for research on corporate activism. Panelists will share insights regarding both the promise and potential pitfalls of studying this topic, as well as how a study of corporate activism can build from the non-market literatures on social movements, stakeholder theory, corporate social responsibility, and from related strategy literatures, such as resource-based theory and upper echelons theory. The panel includes scholars who are actively researching this topic and have made important contributions to our understanding of corporate activism.

Asynchronous

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

STR

Strategic Leadership and Corporate Governance (session 392)

Celebrity CEO and Earnings Management: Interplay between CEO-CFO Similarity and External Monitoring

Designated as a "Best Paper" for STR

Author: **Gilsoo Lee**; Oregon State U.

Author: **Jonathan D. Arthurs**; Oregon State U.

Author: **Eun Kyung Lee**; La Trobe U.

Author: **Samyul Cho**; Oregon State U.

This paper examines how CEO celebrity status affects earnings management. Using CEO award data from 1997-2011, we find that celebrity CEOs use discretionary accruals more to manage reported earnings than non-celebrity CEOs. Furthermore, we suggest that CEO-CFO demographic similarity and analyst coverage interact to determine the CFO's willingness to comply with the celebrity CEO's request for earnings management. Our results provide supporting evidence for the three-way interaction: the use of discretionary accruals is more pronounced at firms where CFOs share greater demographic similarity with celebrity CEOs but this tendency is

reduced when the firms are closely monitored by financial analysts. By considering how CFOs' compliance to leadership may act as a boundary condition for celebrity CEOs' engagement in earnings management, this study provides a more nuanced explanation on the influence of CEO celebrity status on a firm' earnings management as well as practical insights on corporate governance, especially to boards of directors who are most responsible for TMT selection: boards should carefully consider the level of demographic fit between CEO and CFO, particularly when the CEO is a recognized celebrity and ensure that sufficient external monitoring by financial analysts is maintained to further improve CFO independence.

[view paper \(if available\)](#)

Stakeholder Dependency and Female CEO Succession

Designated as a "Best Paper" for STR

Author: **Huy Nguyen**; Montclair State U.

Author: **Zhiang Lin**; U. of Texas at Dallas

What makes certain firms more likely than others to appoint a female CEO? Departing from the shareholder-centric approaches often seen in succession research, we draw on instrumental stakeholder theory and network cognition research to examine the influence of non-shareholding stakeholders on female CEO succession. Specifically, we theorize that a firm's dependence on non-shareholding stakeholders in value creation may shape directors' succession choice via two cognitive processes: (1) their anticipation of future strategic challenges (anticipatory mechanism), and (2) their perception of existing stakeholder relationships (network cognition mechanism). Both these cognitive mechanisms may increase the likelihood that directors will perceive a female leader to be a better match for their stereotypical leadership expectations, thereby improving the career prospects of female CEO candidates. Additionally, we explore the social context in which directors choose an incoming CEO of the female gender by considering the moderating influence of non-shareholding stakeholder concentration, shareholder concentration, the clarity of the focal board's internal status hierarchy, and the density of the board's external interlocking network. Overall, our study offers a unique theoretical alternative that provides novel insights into the impact of gender stereotypes on gender leadership practices across organizations.

[view paper \(if available\)](#)

The Impact of Actual and Perceived Human Capital Diversity on Board Process and Performance

Designated as a "Best Paper" for STR

Author: **Sabina Nielsen**; Copenhagen Business School

Author: **Alessandro Minichilli**; Bocconi U.

Author: **Alessandro Zattoni**; Luiss Guido Carli U.

Author: **Morten Huse**; BI Norwegian Business School

This article builds upon team effectiveness and governance theories to explore the mediating role of board processes in the relationship between board job-related diversity and board strategic involvement. Empirical tests based on primary survey data from the largest Italian firms show that board human capital diversity is a valuable resource enhancing board strategic involvement and subsequent firm performance. Our results illustrate that both perceived and actual board diversity can contribute to board strategic involvement by influencing board processes such as effort norms, use of knowledge and skills and cognitive conflict. However, while actual board human capital diversity influences perceived human capital diversity, both types of diversity have differential effect on board process and performance. We discuss implications for practice and future

research.

[view paper \(if available\)](#)

Busy Directors and The Occurrence of Corporate Environmental Misconduct

Designated as a “Best Paper” for STR

Author: **Michael A. Abebe**; U. of Texas Rio Grande Valley

Author: **Carla Jones**; Sam Houston State U.

Author: **Keshab Acharya**; U. of Texas Rio Grande Valley

The occurrence of corporate misconduct is a significant organizational event that adversely affects not only the firm’s performance but also its relationships with key stakeholders. Corporate directors are pivotal in the prevention and management of organizational misconduct. In this study, we focus on the phenomenon of “overboarded directors” (those serving on three or more corporate boards). Specifically, we propose that busy directors are less likely to be effective in monitoring environmental misconduct given the substantial cognitive overload and a limited sense of alertness associated with multiple directorships. We propose that firms with busy directors are more likely to have environmental misconduct if they are led by a powerful CEO, do not have a superior ethical reputation, or are experiencing financial distress. We examine these predictions using a panel data on environmental violations among S&P 500 firms (2007-2016). The findings suggest the presence of busy directors is associated with a high likelihood and frequency of environmental violation. This relationship is stronger among firms experiencing financial distress, and weaker among those with superior ethical reputation. Overall, this study sheds light on the organizational consequences of overboarded directors as it relates to environmental misconduct.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

MBR

Higher School of Economics (HSE)

Join the HSE leadership team for this opportunity to learn more about their university and open positions within their school



MEETING

LIVE - OPEN

MBR

NEOMA Business School Employer Presentation

Come speak with a representative from the NEOMA Business School to learn more about their fantastic opportunities!



MEETING

LIVE - OPEN

OB

In Who and How We Trust (session 362)

Trust and Supervisor-Related Outcomes: Examining Supervisor Organizational Embodiment as a Moderator

Designated as a "Best Paper" for OB

Author: **Émilie Lapointe**; BI Norwegian Business School

Author: **Alexandre Morin**; Concordia U.

Author: **Christian Vandenberghe**; HEC Montreal

Author: **Gary Schwarz**; Queen Mary U. of London

We examine supervisor organizational embodiment (SOE) as a moderator of the relations between trust in the supervisor and supervisor-related outcomes. Based on research on identity, we argue that when SOE is high, supervisors are viewed as being trustworthy in performing supervisory roles on behalf of the organization while, when SOE is low, supervisors are viewed as being trustworthy as persons. We examine this hypothesis in two studies. Study 1 draws on a sample of 221 Chinese employees who completed questionnaires twice over a period of five months, and tests of latent interactions. Results indicate that the relation between trust in the supervisor and affective commitment to the supervisor, and the indirect associations between trust in the supervisor and citizenship behavior and self-sacrifice directed at the supervisor as mediated by commitment, are stronger at low (vs. high) levels of SOE. Study 2 relies on a sample of 212 short-tenured employees from European/North American organizations, growth curve modeling and tests of latent interactions. Results show that the positive effect of the initial level of employees' trust in their supervisor on the trajectories of change in affective commitment to the supervisor and perceived leadership effectiveness is weaker when SOE is low (vs. high).

view paper (if available)

What Drives Employees' Trust at Work? A Meta Analysis of Antecedents Across Referents and Culture

OB Division Best Paper with International Implications Award

Author: **Yi Wang**; Pennsylvania State U.

Author: **Zitong Sheng**; Curtin U.

Author: **Hanyi Min**; U. of Central Florida

The present meta-analysis was set out to replicate, extend, and integrate existing theoretical frameworks on the antecedents of individual trust at work. Cumulating evidence from 536 independent samples, this meta-analysis examines whether trust is influenced by trustee trustworthiness (i.e., ability, benevolence, and integrity), trustor's trust propensity, trustor-trustee interactions (i.e., leadership, shared characteristics, and communication), and situational characteristics and processes (i.e., human resource management [HRM] practices and work design characteristics). Results showed that all meta-analytic effects were positive. We observed large effects for ability, benevolence, integrity, and leadership; medium-to-large effects for communication, HRM practices, and work design; a medium effect for trust propensity; and a small effect for shared characteristics. All antecedents made meaningful and unique contributions to explain the variance in trust. Meta-analytic structural equation models showed that antecedents that reflect dyadic interactions and situational characteristics influenced trust indirectly through benevolence and integrity. Finally, trust referents and cultural dimensions were examined as possible moderators on the effects of ability, benevolence, and integrity. Our findings contribute to a better understanding of the roles of various antecedents in building individual trust at work. Theoretical and practical implications of these findings and future directions are discussed.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

HCM

HCM Best Papers, Session 2 (session 391)

The Gender Pay Gap in Medicine: A Systematic Review

Designated as a "Best Paper" for HCM

Author: **Timothy Hoff**; Northeastern U.

Author: **Do-Rim Lee**; Northeastern U.

Women are becoming doctors in greater numbers. Despite this, there is evidence of women doctors' continued differential treatment compared to their male counterparts. This study's aim was to review systematically the extant literature on the gender-based pay gap in medicine across time, different medical specialties, and different countries of clinical practice. A systematic search was performed of three databases using the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) guidelines. A total of 46 articles published since 2000 contained a gender-based finding related to physician pay. Thirty-two of these 46 articles presented either adjusted or unadjusted means comparisons (or both) comparing pay between male and female physicians. Eighteen of the 46 articles controlled for one or more variables in examining pay between the two groups. Across almost all studies women doctors earn significantly less than men, often tens of thousands of dollars less annually, despite similar demographic and work-related profiles. This earnings gap is persistent across time, medical specialty, and country of practice. The gender-based pay gap is an ongoing crisis within medicine that must be addressed. Future research should focus on understanding better the specific factors that drive this gap, and include more international and longitudinal studies.

[view paper \(if available\)](#)

Managing the Performance of Health Systems: An Agency-Stewardship Dance

Designated as a "Best Paper" for HCM

Author: **Jenna M. Evans**; McMaster U.

Author: **Jennifer Im**; U. of Toronto

Author: **Agnes Grudniewicz**; U. of Ottawa

Author: **Greg Richards**; Telfer School of Management, U. of Ottawa

Author: **Jeremy Veillard**; U. of Toronto, Institute of Health Policy, Management & Evaluation

Despite a mixed evidence base, health systems continue to implement large-scale public policies aimed at managing the performance of organizations and networks using contracts, targets, scorecards, and incentives. Most studies of performance management (PM) use quantitative methods to evaluate a single type of intervention with a focus on its formal and technical aspects. However, in practice PM interventions co-exist and are enacted through social and political relationships. Studying how PM ecosystems 'work' from multiple stakeholder perspectives using a relational lens may help explain why PM succeeds or fails. We conducted a case study of an exemplar PM ecosystem used by Cancer Care Ontario (CCO) to manage 39 networks. The aim was to characterize the role of CCO, the function and impact of its PM ecosystem, and the nature of the governance relationship between CCO and the networks using interviews, document analysis, and observation. Interviews were conducted with 59 CCO representatives and 88 representatives from 30/39 (77%) networks for a total sample size of 147 individuals. We used agency and stewardship theories post-hoc to explore complexities in the data. We found that CCO's PM ecosystem operates as an agency-stewardship "dance" with CCO simultaneously acting as a coercive watchdog and a supportive mentor. We present three angles on this paradox related to (1) goals of PM ("accountability in service of improvement"), (2) behaviours CCO uses to enact

PM (“exercising control with a coaching tone”), and (3) unexpected network responses to PM (“requesting controlling behaviours”). The results contribute to efforts to move beyond either/or thinking in PM and can inform the design of PM public policies.

[view paper \(if available\)](#)

But Who Will Help Them? The Effect of Ethical Leadership on Bullying, Burnout, and Turnover

HCM Division Best Theory to Practice Paper

Author: **Jason R. Lambert**; Texas Woman's U.

Author: **Lee Warren Brown**; Texas Woman's U.

Author: **Caleigh Torres Nava**; Texas Woman's U.

In this paper, we examine the role that ethical leadership plays in the effect of bullying on burnout and turnover intentions of nurses. Nurses are in a unique position within the organization, having to answer to multiple hierarchies causing systemic stress in a role that is inherently stressful dealing with sick and injured patients. We surveyed 184 active nurses. Our findings suggest that organizations that have ethical leaders in the role of nursing managers can mitigate the negative effects of bullying on burnout and increase nurses' intentions to stay. This research may help managers understand ways to reduce turnover among nurses in the healthcare field.

[view paper \(if available\)](#)

Real-time Presenter

PAPER SESSION

LIVE - PRESENTER

ENT

Family Firm: Strategies, Growth, and Change (session 394)

Time Perspective and Entrepreneurial Orientation in Family Firms: Some Theoretical Propositions

Author: **Ludvig Levasseur**; Indiana U., Bloomington

Author: **Daniel T. Holt**; Louisiana State U.

Author: **Nadine Kammerlander**; WHU - Otto Beisheim School of Management

In this theoretical article, we highlight the central role of an important dimension of psychological time related to individual experiences and perceptions of the past, present, and future—time perspective (or TP)—in influencing the entrepreneurial orientation (EO) of family firms. To do so, we draw on the TP, entrepreneurship, and family business literatures and provide insight into how a CEO's TP influences family firm engagement in entrepreneurial activities. Family firm specifics also play important roles in the TP-EO relationship. We propose that (1) the positive TP of the family firm CEO (i.e., past-positive, present-hedonistic, and future TP) has positive effects on family firm EO; (2) the negative TP (i.e., past-negative and present-fatalistic TP) has negative effects on family firm EO, but these effects are mitigated by family firm specifics; and (3) the effects of EO on the subsequent TP of the CEO (and other family members) are based on previous TP and are likely to be moderated by the feeling of being instrumental and positive affect, family support, and perseverance. Last, we discuss some implications for theory and research.

[view paper \(if available\)](#)

Does Capital Foster Growth Opportunities? A Real Options Perspective on Newly Public Family Firms (WITHDRAWN)

Author: **Tobias Schori**; U. of St. Gallen

Despite significant organizational challenges, risk of failure and dilution of family control, many private family firms decide to go public with founding families retaining family control, thereby accepting a loss of noneconomic wealth. We argue that family firms may go public and accept such an initial loss of noneconomic wealth but use the proceeds to allocate funds in strategic investments that create more growth opportunities in the future, thereby financially compensating for their loss of noneconomic wealth. Building on real options theory, the aim of this study is to gain insights on the effects of new capital on growth option value in newly public firms and to develop an understanding of the family firm as a source of firm heterogeneity in real options theory. The empirical analysis of 590 IPOs in the United States lends support to our theoretical expectations and shows that family firms have a distinct effect on growth option value, particularly under conditions of highly uncertain environments.

[view paper \(if available\)](#)

Strategic Change in Family Firms: The Influence of Familiness on the Strategic Change Process

Author: **Moritz Belling**; Technical U. Berlin

Author: **Ulrich Pidun**; Boston Consulting Group

Author: **Dodo Zu Knyphausen-Aufsess**; Technical U. Berlin

The temporal development of family firms is a key research area owing to the longevity and transgenerational vision of the family. Throughout their development, firms transition through strategic change episodes with

potentially significant impact on their performance and survival. In this article, we combine family firm with strategic change research to show how familiness supports or limits mechanisms along the strategic change process. More specifically, we identify three tendencies from specific strengths of family firms that turn against them in radical change contexts. First, familiness creates an overemphasis on the cognition of gradual change triggers, which limits the cognition of radical change triggers. Second, familiness creates a tendency to inappropriately scope and dimension strategic change in the context of radical change triggers in order to protect the value of legacy resources. Finally, familiness supports endurance during strategic change implementation but also creates a tendency of being too slow or stubborn when implementing an insufficient change decision. Falling victim to either of these tendencies may have a negative impact on firm performance and survival.

[view paper \(if available\)](#)

Social Innovation in Family Business: An Empirical Analysis in the UK

Author: **Ahlam Bendar**; U. of Brescia

Author: **Giovanna Campopiano**; Lancaster U. Management School

Social innovation is rapidly developing all over the world, with new institutions and tools, with increasing confidence and evidence of impact. There is a growing interest among corporate players and industry leaders - supported by a growing recognition that innovation within the private sector is changing. Businesses are responding to the growing importance of social sectors in the economy. Emphasis on reputation, local embeddedness, and long-term orientation make family firms the type of organization that could engage in social innovation to a higher extent than other businesses. Indeed, pursuing social innovation generates benefits through exposure to various external stakeholders, co-developing innovations with partners and creating inter-partner synergies. This exploratory paper introduces a measure of social innovation for private business, borrowing and adapting existing models for public enterprises, and tests the effect of family involvement on the adoption of social innovation practices. Our results indicate that family involvement in management positively affects social innovation, while family involvement in governance has a negative impact on it. Moreover, multigenerational involvement positively moderates the relationship between family involvement in management and social innovation, while having the second generation in control negatively moderates the relationship between family involvement in governance and social innovation.

[view paper \(if available\)](#)

Real-time Presenter

PAPER SESSION

LIVE - PRESENTER

IM

IM Division Award Winning Papers 2 (session 395)

Expatriate Work Role Engagement: A Conditional Crossover and Spillover Perspective

IM Division Best Paper in OB/HRM/OT Finalist

Designated as a "Best Paper" for IM

Author: **Mihaela Dimitrova**; WU Vienna

Author: **Sebastian Reiche**; IESE Business School

Author: **Mina Westman**; Tel Aviv U.

Author: **Shoshi Chen**; Tel Aviv U.

Author: **Olivier Wurtz**; U. of Vaasa

Author: **Mila Borislavova Lazarova**; Simon Fraser U.

Author: **Margaret A. Shaffer**; U. of Oklahoma

Drawing on crossover, spillover and conservation of resources theories, we investigate the dynamics of how experiences in the family domain influence the work sphere in the context of expatriation. Specifically, we conceptualize how partner family role adjustment predicts expatriate work role engagement through crossover and spillover. We also examine whether some expatriates are better than others at buffering potentially negative or leveraging potentially positive influences from their families. Using data from multiple sources and different time points, we establish that the personal resource of general self-efficacy is a boundary condition for both crossover and spillover. We find that the crossover of partner family role adjustment to expatriate family role adjustment is weaker when expatriate general self-efficacy is high. Meanwhile, when general self-efficacy is high, there is positive spillover from expatriate family role engagement to the attention dimension of their work role engagement, and when self-efficacy is low, negative spillover occurs. Our results suggest that the way in which the family domain influences expatriate work role engagement is largely dependent on general self-efficacy. We contribute to the literatures on expatriation and the work-family interface.

[view paper \(if available\)](#)

What Happens Abroad, Stays Abroad? Reputation Risks of MNE Irresponsibility in Home and Host Markets

IM Division Best Paper in Corporate Social Responsibility and Sustainability Finalist

Author: **Irina Minodora Surdu**; Warwick Business School

Author: **Giulio Nardella**; Loughborough U., School of Business and Economics

Multinational enterprises (MNEs) are increasingly accused of behaving irresponsibly both at home and abroad. Accordingly, public disclosure of corporate social irresponsibility (CSI) is understood to be significantly damaging to the reputation-based firm-specific advantages of MNEs. By applying behavioral perspectives – egocentric biases and expectancy violations – we examine whether and how different types of CSI can damage the reputation-based firm-specific advantages of MNEs, with a particular focus on the moderating effect of CSI location. By exploring the egocentric biases of reputational assessors, we advance the literature on firm-specific advantages and identify the circumstances that render some reputation risks to be location-bound, leading to FSA erosion. We explain which causes of CSI violate stakeholder expectations and evoke egocentric biases. Our longitudinal analysis, consisting of 1,861 CSI events associated with 476 U.S. MNEs between 2005 and 2012, confirms the strong effect of the type and location of CSI on changes in MNE reputation.

[view paper \(if available\)](#)

The Role of Distinct Organizational Learning Types in Value Chain Fine-Slicing Decisions

Douglas Nigh Award Finalist

Author: **Carlos Adrian Rodriguez**; INCAE Business School

Author: **Russell Seidle**; Suffolk U.

While the progressive development of an organization's international footprint has been described as a major learning process in which firms follow different stages as they progress on their international commitments, few studies have analyzed how organizations combine particular learning mechanisms as they enter new geographies. We address this lacuna by examining two particular learning types – experiential and vicarious – for their influence on firm-level fine-slicing value chain activities. Findings from an analysis of 660 sourcing implementations undertaken by firms headquartered in 17 countries and operating in 57 host countries provide broad support for our hypotheses. Specifically, experiential learning has a differential effect on fine-slicing decisions depending on whether such first-hand knowledge has previously been obtained from general foreign experience or in the focal country in question. In contrast, our results suggest that firms use vicarious learning processes as a mechanism to reduce uncertainty about the operation in a given country, and allocate entire processes rather than discrete tasks, when they are following the path of a leading firm in their sector.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

HCM

New Insights into Health Information Technology and Data Sharing (session 1457)

Clinicians' Lived Experiences on Impact of Electronic Health Records (EHR) on Quality and Safety

Author: **Soumya Upadhyay**; U. of Nevada Las Vegas
 Author: **Han-fen Hu**; U. of Nevada, Las Vegas

Electronic Health Record (EHR) implementation in healthcare facilities is intended to assist with clinicians' activities, such as evidence based decision making, streamlining providers' workflow via efficient coordination of patient care. However, there have been mixed findings about clinicians' perceptions of EHR. While several clinicians agree that EHR improves the quality and efficiency of care, others perceive that EHR interrupts the routine workflows, increases documentation load, and takes away clinicians' time from patients. This study aims to explore the lived experiences of clinicians who regularly use EHR, to assess the role of EHR in improving quality and safety of healthcare. A qualitative study design based on the grounded theory approach was used. Different groups of clinicians (physicians, hospitalists, nurse practitioners, nurses, and patient safety officers) were interviewed using a semi structured interview. Organizations represented were trauma hospitals, academic medical centers, medical clinics, home health centers, and small hospitals. After examining 652 quotes and phrases, 10 major domains emerged. Our study found mixed results, which are consistent with extant literature. Overall, the participants confirmed that EHR improves patient safety by offering reminders, notifications, and alerts. Some respondents found training to be superficial, and of insufficient duration. Participants also thought that EHR can be an interference in clinical activities especially when different EHRs in a multi-system hospital are not integrated well. Some respondents indicated concern about the associated long term costs, including the dependence on technologies and the need to keep up with evolving technologies. Future qualitative and mixed method

MOC

OB

Exploring Faulty Expectations: How We Limit Ourselves and Others (session 1473)

Existing research has established the prevalence with which people form expectations of others based on limited information. These expectations, however, can often lead us astray. This symposium combines four presentations that highlight instances of people making influential judgments based on limited information and the consequences of faulty expectations. The presentations consider the implications of expecting that female experts know less than they do, expecting difficulty leading subordinates, expecting difficult conversations with people with whom we disagree, and expecting that goals are not as important to certain groups of people. In all of these instances, expectations also serve as limitations - holding us back from enjoyable conversations and advancing our careers and holding others back from helping us perform our best and achieving their goals.

Mansplaining: When and Why It Occurs and How to Stop It

Ovul Sezer; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill
Shimul Melwani; U. of North Carolina, Chapel Hill

Effects of Subordinates' Gender on Male and Female Professionals' Appraisal of a Leadership Position

Stéphane Francioli; NYU Stern
Joseph Magee; New York U.

Expected Versus Actual Consequences of Discussing Divisive Viewpoints

Kristina Wald; U. of Chicago Booth School of business
Michael Kardas; U. of Chicago Booth School of business
Nicholas Epley; U. Of Chicago

studies can delve into further exploration of clinicians' lived experiences as it pertains to specific advantages and disadvantages of EHR.

[view paper \(if available\)](#)

EWOM Behavior in the Healthcare Sector – The Case of a Hospital's Facebook Page

Author: **Sebastian Martin**; U. of Applied Sciences Upper Austria

Author: **Birgit Grüb**; Johannes Kepler U. Linz

Patients frequently use Facebook for health-related reasons, like seeking of information or the recommendation of practitioners or hospitals. In this way, Facebook provides a powerful communication platform for electronic word-of-mouth (eWOM). The present explorative study provides detailed information regarding eWOM behavior on the Facebook page of an Austrian hospital. Data of the hospital's Facebook page was gathered and analyzed with NodeXL. Reactions towards the different types of postings were analyzed by counting emojis, the number of shares and comments. Within the study, there was an in-depth evaluation of communication data (313 posts of the hospital, more than 14,000 eWom actions by 3,327 women, men and organizations). The study shows how heterogeneous users are in their eWOM behavior and that a variety of topics on the Facebook page stimulates electronic recommendations. One major finding is that a significant part of the eWOM is done by only a few users. According to this, a so-called Intensive WOM Behavior (IWB) can be identified. Users of the IWB-group behave heterogeneously. Most react either with an emoji, a comment or a share. By providing first insights into the existence of IWB-users as well as their eWOM-behavior, this study offers new insights to eWOM in Facebook.

[view paper \(if available\)](#)

The Role of Audience, Purpose, and Participation in Data and HIT Use in Primary Care (WITHDRAWN)

Author: **Sophia Arabadjis**; U. of California, Santa Barbara

Socioeconomic Status and Expectations of Goal Importance

Sara Clark Wingrove; Duke U.

Grainne Fitzsimons; Duke U.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

Author: **Erin Sullivan**; Suffolk U.

Electronic Health Records (EHRs) and other Health Information Technologies (HITs) pose significant challenges for clinicians, administrators, and managers in the field of primary care. While there is an abundance of literature on where HIT fails in primary care, in the practices where it succeeds there seems to be a black box hiding the 'how' behind the screen. Using a combination of qualitative methods including cross-case analysis, discourse analysis and qualitative comparative analysis, we examined case study data across six exemplary primary care organizations. We aimed to a) understand how exemplary practices in the field of primary care conceptualized data and HIT use in their care delivery, and b) describe mechanisms that support and promote data and HIT use in daily care delivery. We identified three key processes that underlie data and HIT conceptualization and use: data audience identification, defined data purpose, and structures for participation in both maintenance and design phases. These findings have clear implications for managing data and EHR/HIT use, and attainable implementation pathways for other US-based primary care organizations.

[view paper \(if available\)](#)

Two-Sided Privacy Awareness: A Field Experiment on Health Data Protection in Underserved Communities (WITHDRAWN)

Author: **Marie Gabel**; WWU Münster

Author: **J. Nils Foegel**; WWU Münster

Author: **Stephan Nüesch**; Westfälische Wilhelms-U. Münster

Health information systems in developing countries support the political vision of promoting equity in access to health services. However, these data-driven advancements raise severe privacy issues due to the lack of awareness about privacy risks and counteracting measures in most developing countries. Drawing on social cognitive theory and the Antecedents-Privacy Concerns-Outcomes model, we combine two mutually complementary theoretical lenses to argue that positively and negatively framed privacy awareness-raising measures influence individuals' data protection

through the two channels privacy self-efficacy and privacy concerns. To test our theorizing, we conducted a randomized controlled field experiment in collaboration with a non-governmental organization working on health information systems in West Africa. Our results provide in-depth and context-sensitive insights into how privacy awareness influences privacy behavior. We show that even simple awareness-raising measures increase individuals' privacy protection when framed in a solution- focused positive instead of a risk-focused negative way.

[view paper \(if available\)](#)

Identifying Hospital Reported Challenges in Sharing Data with Public Health Agencies

Author: **Daniel M. Walker**; Ohio State U.

Author: **Valerie Yeager**; Indiana U. / Purdue U., Indianapolis

Author: **John Lawrence**; Ohio State U.

Author: **Ann Scheck McAlearney**; Ohio State U.

Improving the health information technology (HIT) infrastructure of the public health system is critical for public health activities and population health management. Evidence suggests that Meaningful Use (MU) incentives improved hospitals' public health reporting capabilities; however, evidence also demonstrates that barriers remain. Improving clarity of the specific issues that hospitals face can inform approaches to improve public health reporting capabilities. Using data from the 2017 American Hospital Association Annual Survey and Information Technology Supplement, we qualitatively coded reported challenges by type (i.e., technology, organization, or environment), responsible or affected party, and the specific challenge described. We then used multivariate logistic regression to identify the characteristics of hospitals associated with experiencing any challenge. Our results show that the majority of hospitals experience challenges reporting health data to public health agencies, and the majority of those reported organizational issues at public health agencies, specifically the technical capacity of public health agencies. Hospitals with more advanced EHRs and with HIE were more likely to experience challenges. Our findings highlight opportunities to address barriers, specifically

improving data standards, increasing funding for public health agencies to improve their technological capabilities, offering workforce training programs, and providing clarifications for policy specifications and reporting.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MOC

OB

SIM

The Social Dynamics of Social Identity Transitions (session 1474)

The purpose of this symposium is to explore the social dynamics of social identity transitions. To this end, the symposium will include the presentation of four papers which illustrate how social mobility (Martin and Beetz), shifts in social expectations (Knowlton), and observer judgement (Levitt, Murphy, and Pratt) influence people's work-related social identity transitions. Research on people's efforts to revise, repair, reconstruct, reinforce, or navigate work-related identities, known as "identity work" (Brown, 2015), has typically focused on situations in which individuals move across static role/job boundaries, such as from one professional role into another (e.g. Pratt, Rockmann, and Kaufmann, 2006), or how individuals manage static occupations that, by their nature, induce intrapsychic tension regarding identity (e.g. Kreiner, Hollensbe, & Sheep, 2006). Social identity transitions can be highly socially dynamic, however, with people often engaging in identity work due to changes in other individuals, institutions, and/or broad social forces (Brown, 2015; Petriglieri, 2011; Petriglieri et al., 2019). In a world that is ever more socially connected, interdependent, and transparent, the potential for social actors or forces to spur individual-level identity work by affecting a social group's boundaries or meaning is high. By featuring work that provides insight into the social dynamics of social identity transitions, this symposium draws attention to a topic that is key to understanding the inner experiences of much of the present and future

MOC

The Space Between Role Identities: How Individuals Navigate Boundary Crossings (session 1472)

The papers in this symposium take a fresh look at the concept of boundaries between role identities and at how individuals navigate those boundaries while maintaining a coherent sense of self. It brings together four papers that investigate the sensemaking processes, the identity work strategies, and the boundary management tactics surrounding transitions across roles, cultures, and occupations. The first two papers focus on macro-role transitions, i.e., transitions between sequentially held roles. The first presentation focuses on what happens when individuals who cross cultural boundaries for work or education hold on to the self they left behind. The second presentation explores how hobby job holders, individuals who have turned previously held hobbies into jobs, create a sense of self that spans across temporal and work-life boundaries. The final two papers focus on micro-role transitions, i.e., transitions between simultaneously held roles. The third paper studies how YouTubers, whose job involves the use of social media to market products online, deal with their work-life boundaries in a context where self-disclosure is encouraged and where their private self is at the core of the work. The fourth presentation proposes a theoretical model of the boundary management tactics of multiple job holders. Together, the four papers in this symposium add to our understanding of the subjective experience of boundary crossings in the modern workplace.

workforce.

Social Class Transition and Employee Voice

Sean Martin; U. of Virginia

Cashing in or Selling Out? Identity Co-Optation and Authenticity in Craft Industries

Keith Norman Leavitt; Oregon State U.

Chad Benjamin Murphy; Oregon State U.

Who Can Be an Entrepreneur? Entrepreneurial Support Organizations & Entrepreneur Identity

Karren Kimberly Knowlton; The Wharton School, U. of Pennsylvania

Banu Ozkazanc-Pan; Brown U.

Susan Clark Muntean; U. of North Carolina, Asheville

My Class has Changed but My Upbringing Has Not: Identity Navigation & Upward Class Mobility

Arianna M. Beetz; The Wharton School, U. of Pennsylvania

Asynchronous

THEME RESEARCH DIVERSITY SYMPOSIUM ASYNCHRONOUS

Boundary Crossing and Cognitive Processing: How the Self Left at Home Influences Expatriates

Mailys George; IESE Business School

Karoline Strauss; ESSEC Business School

Kevin W. Rockmann; George Mason U.

Crafting a Thread that Binds: Identity Threading and Boundary-Spanning Identities

Zhuo Lin; U. of Cincinnati

Elaine Cahalan Hollensbe; U. of Cincinnati

Intertwined Private and Public Selves Among YouTubers: Privacy Management in Self-Commodifying Work

Marie Lachapelle; HEC Montreal

Sarah Bourdeau; UQAM U. of Quebec in Montreal, Canada

Judith A Clair; Boston College

A Typology of Boundary Management Tactics of Multiple Jobholders

Emily D. Champion; Old Dominion U.

Brianna Barker Caza; U. of North Carolina at Greensboro

Asynchronous

THEME RESEARCH DIVERSITY SYMPOSIUM ASYNCHRONOUS

PUBS

AMLE Showcase Session: Special Issue on Scholarly Impact (session 398)

In this session, we invite you to join the AMLE special issue editors to learn more about the call for papers for the AMLE special issue "Learning and Education Strategies for Scholarly Impact." We define scholarly impact as an "auditable or recordable occasion of influence" arising out of research (Haley, Page, Pitsis, Rivas and Yu, 2017); this special issue will explore influence through research on communities that include not just scholars, but also other external and internal stakeholders such as regulators, policymakers, managers, students and society at large. Editors will discuss the special issue in more detail and be available to meet with scholars to discuss possible research ideas. Submissions will be

CAR

OB

Broadening our Sight on Youth Employment (session 1441)

The proposed symposium aims to broaden our sight on young people's approach to, entry into, and experiences in, the labor market by bringing together papers that focus on both career agency and structure of opportunities. In doing so, the papers in this symposium make important contributions to understanding young labor market entrants' work, employment, and careers beyond the focus of youth unemployment/underemployment. More specifically, we add knowledge that helps broadening our sight on youth employment by (i) showing the importance of tangible goals for adolescents' career preparedness; (ii) delineating the

due in May, 2021. A link to the call for papers is available at https://aom.org/uploadedFiles/Branded_AMLE%20Spdf.

Real-time Open

MEETING

LIVE - OPEN

process through which career self-management enhances education-to-work transition outcomes; (iii) examining the role of demographic factors on self-employment (an increasing trend in youth employment); and (iv) highlighting the prevalence of adverse working conditions for European youth. Moreover, each paper reports unexpected findings on youth employment that question the taken-for-granted approaches to employment and careers (e.g., a process approach to career preparedness does not predict career behaviors; career self-management and career competencies do not explain employment status for university-leavers; father monitoring and urban background are negatively associated with female Millennials' self-employment; and despite higher exposure to adverse working conditions, European youth do not report poorer general well-being). Taken together, the studies in this symposium question the increasing emphasis on individual agency for early career decision making, success, and individual well-being.

Edited abstract for grammar/punctuation - RW

Promoting Career Preparedness in Adolescents: Testing Two Interventions

Julian Marciniak; U. of Bern

Andreas Hirschi; U. of Bern, Work and Organisational Psychology

Claire Johnston; U. of Bern

Career Competencies and Career Self-Management Patterns

Rowena Blokker; Vrije U. Amsterdam

Jos Akkermans; Vrije U. Amsterdam

Svetlana Khapova; Vrije U. Amsterdam

Early-Career Self-Employment Among Millennials in the Great Recession

Maria Figueroa-Armijos; EDHEC Business School

Serge P. Da Motta Veiga; EDHEC Business School

Adverse Working Conditions and Young People's Well-Being

Belgin Okay-Somerville; U. of Glasgow

Dora Scholarios; U. of Strathclyde, Scotland, UK

Edward Sosu; U. of Strathclyde

CAR

Career Identity and Career Barriers (session 1439)

The Pathway of a Change-Maker: Creativity and Affect Regulation to Bridge the Intention-Action Gap

Author: **Désirée Rehnert**; U. of Sankt Gallen

Author: **Sebastian Kernbach**; U. of St. Gallen

Author: **Prof. Dr. Wolfgang Jenewein**; U. of St. Gallen

With increased career opportunities as well as uncertainty, individuals strive to not only adapt to changing circumstances but also define their career intentions according to their values and strengths in order to live up to their potential and find fulfillment. The purpose of this study was to examine whether the dynamic regulation of affect, a critical capability studied across disciplines, may be useful in understanding how individuals deal with challenges at hand, creatively ideate solutions, define intentions and finally implement them against the adversity inherent in career construction. Mixed-methods were used to explore how Life Design as an intervention promotes creativity and affect regulation and whether this translates into intentions that are implemented. Quantitative measures and qualitative data were used to triangulate study findings. Results uncover aspects of the creativity-affect relation that are critical for the workplace and career counseling but often neglected when examining what forces contribute the creative ideation and implementation of intentions. New insights are developed that highlight the importance of mechanism that help down-regulating negative and up-regulating positive affect to broaden individuals' sight in shaping their careers. This information can be used to develop interventions designed to foster emotional self-regulation in the context of creativity and intention implementation.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

CM

Negotiation Tactics and Strategies (session 1442)

Going with the Momentum: Exposure to Decreasing Concessions Leads to a Distributive Disadvantage

Winner of CM Division Best Paper Award - Empirical or Theoretical

Author: **Kian Siong Tey**; INSEAD

Author: **Michael Schaerer**; Singapore Management U.

Author: **Nikhil Madan**; Indian School of Business

Author: **Roderick Ingmar Swaab**; INSEAD

We propose that making a series of concessions that decrease in size over time (e.g., \$1500, \$1225, \$1205, \$1200) can signal that senders are reaching their bottom line and results in a negotiation disadvantage for recipients. Seven studies (N = 2490) demonstrate that receiving decreasing concessions led negotiators to make less ambitious counteroffers (Studies 1-2) and reach less profitable agreements (Study 2). Building on theories of psychological momentum, we demonstrate that this distributive disadvantage occurred because decreasing concessions resulted in inflated perceptions of the sender's reservation price compared to other concession making strategies. We further show that this disadvantage disappeared when recipients were given specific information about the sender's reservation price (Study 3a), when the momentum of the pattern was disrupted semantically (Study 3b), and when counterparts focused on their own target price instead (Study 4).

[view paper \(if available\)](#)

Why Women Sometimes are as Likely to Lie as Men in Negotiations

Author: **Jason R. Pierce**; U. of North Carolina, Greensboro

What Next? Career Narratives of Women University Graduates in Times of Precarity

Author: **Maria Simosi**; Department of Organisation Studies and HRM, Royal Holloway

Author: **Maria Daskalaki**; U. of Roehampton Business School

Author: **Denise M. Rousseau**; Carnegie Mellon U.

Building on emerging research on women's careers and precarious employment, we conducted a longitudinal qualitative study of 16 young educated women over two years in the Greek post-crisis economy. By tracing their career trajectories and navigation of job-related experiences, we examine the subjective meanings these women attach to their career transitions. We find evidence of five career narratives, each indicative of the paths followed and the meanings they attribute to them as these women seek stable employment. These paths constitute trajectories, more cyclical than linear, based on goals predominant at the time, and influenced by situational constraints and coping responses to professional identity threat. Dysfunctional effects of persistence of old career identities contrast with a more resilient adjustment and pursuit of new identities. Results support the need to contextualize the study of career trajectory narratives and how they can change over time in accordance with individual goals, needs and opportunities.

[view paper \(if available\)](#)

Fictional Narrative Experiences and Career Identity: How Stories Influence the Dialogical Work Self

Author: **Inge Marije Brokerhof**; Vrije U. Amsterdam

Author: **Matthijs Bal**; U. of Bath

Author: **Daniel Petri**; master student

This study explores the influence of fictional narrative experiences, such as reading books or watching movies or television series, on career identity. To explore this relationship, 20 semi-structured interviews were conducted with young professionals from a variety of work disciplines and

Author: **Leigh Thompson**; Northwestern U.

Men frequently express more willingness to lie in negotiations than women. However, women are just as ready to lie in some cases. We explain both outcomes by hypothesizing that some situational cues suppress sex differences in lying. Results from four experiments confirm our hypotheses. Experiment 1 showed that men and women express equal willingness to lie when negotiating with counterparts for whom they felt either great competitiveness or empathy. Experiment 2 extended these results by confirming that men only express more willingness to lie absent competitive or empathic feelings towards a counterpart. Experiments 3 and 4 demonstrated that inducing competitive or empathic feelings eliminated sex differences in lying by leading women to lie more and men to lie less respectively. Overall, our results suggest that the extent to which negotiators experience competitive or empathic feelings play important roles in whether sex differences in lying in negotiations emerge.

[view paper \(if available\)](#)

Unethical When Insecure: The Effect of Negotiators' Self-efficacy Beliefs on Ethical Behavior

Author: **Liliane Furtado**; U. Federal Fluminense

Author: **Gustavo Tavares**; Federal Institute of Rio de Janeiro

In this study, we use interactive negotiation activities to explore the link between state self-efficacy and deception, a particular kind of unethical – or at least ethically questionable – behavior. More specifically, we investigate whether and how negotiators' self-efficacy perceptions may make them more or less likely to use deception in negotiation. We argue that individuals with particularly low levels of self-efficacy beliefs in a specific situation are expected to experience high levels of anxiety arousal and tend to interpret this situation as threatening. This, in turn, lead them to adopt a self-defensive attitude that ultimately affects their (un)ethical behavior. We test our hypothesis in two experimental studies, totalizing 260 participants. In Study 1 we manipulate participants' negotiation self-efficacy beliefs with

200 students wrote micro-narratives in a survey. Fictional narratives affected career identity through a personal, cultural and reflective pathway. Fictional narrative experiences appeared to be embedded in people's personal narrative repertoire - the body of narratives they experienced in the past, and in their cultural narrative repertoire, containing narrative experiences as reflected by an individual's social environment. Influences on the impact of narrative experience were emotional transportation, identification with the characters and verisimilitude or realness of the narrative. This study contributes to the field of narrative impact and careers research by exploring how books, movies and television series can influence career identity, showing that there are different pathways in which narratives influence career identity, that narrative experiences do not operate in a vacuum but are embedded in a larger personal and cultural narrative repertoire and that narrative experiences create opportunities for identity play, whereby people can experiment with different career identities.

[view paper \(if available\)](#)

Career Barriers Experienced by Legal Professionals with an Asian Cultural Background

Author: **Amy Choi**; U. of Sydney Business School

Despite the increased numbers of culturally diverse legal professionals in Australia over the course of recent decades, barriers into leadership positions persist. Culturally diverse legal professionals continue to be significantly under-represented on the partnership level in law firms, at the Bar and the Judiciary. This study explores the career enabling and constraining structures that legal professionals with an Asian cultural background experience in progressing their career. Based on 65 in-depth interviews, the study identified five mechanisms that shape career enablers and barriers. They are business development requirement, demonstrating dedication, opaque promotion process, informal work allocation process, and an assimilationist culture. The findings revealed these mechanisms disadvantaged culturally diverse legal professionals.

[view paper \(if available\)](#)

bogus feedback and measure their actual use of ethically questionable tactics in a subsequent interactive negotiation activity. We find that low levels of self-efficacy lead individuals to use more ethically questionable tactics during a negotiation. In study 2, besides the manipulation of self-efficacy, we also manipulate participants' moral disengagement with priming messages to test for its mediating effects. Results suggest that moral disengagement mediates the effects of self-efficacy on (un)ethical behavior. We discuss the theoretical and practical implications of our findings.

[view paper \(if available\)](#)

Negotiating Through Agents: A Principal-Focused Agency Model in Representative Negotiations

Author: **Bushra Sarah Guenoun**; Harvard Business School

Author: **Jared R. Curhan**; MIT Sloan School of Management

While the negotiation field has thoroughly explored an agent's experience in representative negotiations, an examination of the principal's perspective is notably lacking. To address this under-researched area in management, we present the Principal-Focused Agency Model -- a trust-based, principal-centric conceptualization of how principals control their agents' behavior, and how those controls affect negotiation outcomes. This article puts forth four main propositions. First, we posit that principals' trust based in perceptions of their agents' benevolence (i.e., benevolence-based trust) negatively relates to how much principals attempt to control the outcomes of their negotiations (i.e., the "ends"). Second, we hypothesize that principals' trust based in perceptions of their agents' integrity (i.e., integrity-based trust) negatively relates to how much principals attempt to control the process of their negotiations (i.e., the "means"). Third, principals' trust based in perceptions of their agents' ability (i.e. ability-based trust) is necessary but not sufficient for principals to relinquish control over either negotiation outcomes or processes. Fourth, we posit that principals' decision to maintain control in representative negotiations negatively affects their outcomes, and that this relationship is moderated by the negotiation's integrative potential, such that

Asynchronous

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

the more integrative potential is present, the more detrimental it is for principals to attempt to maintain control.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CMS

Climate, Anthropocene, and Our Precarious Lives (session 1443)

The articles in this session engage with the ongoing crisis built over the unilateral objectifying relationship between capitalism, nature, and the human condition.

From Denial to Delay: Defending Fossil Fuel Hegemony Against Critique (WITHDRAWN)

Author: **Daniel Nyberg**; U. of Newcastle

Author: **Christopher Wright**; U. of Sydney Business School

Author: **Vanessa Bowden**; U. of Newcastle

The rise of new social movements, as well as the experience of unprecedented weather events, appears to represent a renewed and reinvigorated momentum for action on climate change. In Australia, however, even as public concern grows and business organisations recognise the climate emergency, there remains a reticence to implement any kind of climate change policy. It is well-documented that this is a result of the ongoing hegemonic position of the fossil fuel industry. In this paper, we develop current understandings of the ways this hegemony has been maintained and extended. We elaborate previous theorisations of moral and intellectual leadership by showing how the fossil fuel industry embeds particular technical claims into the climate change discourse. Second, we expand knowledge of political strategy to show how corporate discourses aimed at maintaining hegemony are extended through the state as an ideological promoter. Finally, we recall the contingent nature of hegemony, and argue that recent manoeuvres by the state to intervene

GDO

HR

Intersectionality in Talent Management: Broadening our Sight for More Inclusive Theorizing (session 1455)

The extant work on talent management has largely promoted neoliberal agendas concerned with ranking, rating, and recording employees' talent, or indeed lack of talent. While there are emerging insights that unravel the gendered, racialized, and classed logics underpinning dominant TM writings, there is largely an acceptance of TM as a philosophy, and there has been limited work that challenges the epistemological foundations of TM. We argue that talent management philosophies that have strengthened instrumentalism are conceived as a managerial tool that showed a commitment to capitalistic frameworks, and ignored critical management studies, which stress the importance of resistance, and the power relations that shape, constrain, and may hinder opportunities for all employees. In line with this year's AOM theme "Broadening our Sight", this presenter symposium aims to broaden our sight for more inclusive TM theorizing by including five papers that bring intersectionality to the forefront. The collection of papers documents the voices of the silenced talent from the Netherlands, Germany, Switzerland, Austria, Ireland, New Zealand, Finland, and Ghana, and draws on feminist, critical, transnational and postcolonial epistemologies to challenge the dominance of masculinist and neo-liberal logics in TM theorizing and open up opportunities to review TM systems that stress inclusion and equity. This is a timely endeavor to draw out, extend, give emphasis and voice to what and who is silent or marginally present or ideologically represented in much of the

represent a new level of antagonism which may well indicate the hegemonic power of the industry is weakened. In this regard, the paper offers perhaps one of the few more positive means of looking at the current state of climate politics.

view paper (if available)

Re-Embedding Sustainable Leadership Development: A Gaia Storytelling Approach

Author: **Kenneth Molbjerg Jorgensen**; Aalborg U.
Author: **Pauline Fatien**; Grenoble Ecole de Management

This paper presents a Gaia storytelling approach to sustainable leadership development. This approach is inspired from Arendt's notions of storytelling, space of appearance and natality. Our purpose is to use her notion of storytelling to develop a sustainable leadership development approach that responds to two problems concerning leadership development. The first problem concerns a need to re-embed leadership development in social and material spaces. The second problem concerns a need to re-embed leadership development in what we, following Latour, call Gaia. Arendt's notion of natality is an embedded part of storytelling, which implies that storytelling is the process by which people begin and intervene in situations and processes. Natality is however also linked to what Arendt's calls the eternal recurrence of all species and life forms, and which she considers the highest principle of all being. Inspired by Barad, Haraway and Latour we reconceptualize eternal recurrence into the notion Gaia. Gaia is a metaphor for the living entangled relationships of human and non-human species, life-forms and in-organic matter that forms complex self-regulating processes that condition life. Gaia storytelling implies an attempt to restore our relations to Gaia and re-embed leadership development in the ecological, material and social practices and spaces. Following Gaia storytelling, we develop a grounded relational reflexive approach to leadership development, which is targeted towards the performative dimension of action and natality. We sketch two methods for this purpose: journeying through space and journeying across material spaces.

current TM literature with the aim of broadening our sight in TM theorizing.

Talent Management: Re-Imagining Transnational, Intersectional, and Post-Colonial Agendas

Beverly Dawn Metcalfe; American U. of Beirut
Yasmeen Makarem; American U. of Beirut
Fida Afiouni; American U. of Beirut

For Whom Does Talent Management Make Sense?

Sanne Nijs; Human Resource Studies, Tilburg U.
Edina Dóci; Vrije U. Amsterdam, School of Business and Economics
Joost Luyckx; KU Leuven

Tapping into Marginalized Talent: Examining the Work and Career Experiences of LGBTQ Employees

Caroline Straub; Bern U. of Applied Sciences
Pamela Lirio; U. of Montreal
Barbara Beham; Berlin School of Economics and Law

Talent Management Theory & Practice in Public Organizations

Alma M. McCarthy; National U. of Ireland - Galway
Katerina Bohle Carbonell; National U. of Ireland
Turo Virtanen; U. of Helsinki
Paula Marie O'Kane; U. of Otago
Denise Holland; National U. of Ireland
Monty Van Wart; California State U. San Bernardino
John Burns; U. of hong kong

Unfolding the Existence of the Colonial System in TM Practices – A Theoretical Perspective

Zinabu Shaibu; zinabu
Mustafa B Ozturk; Queen Mary U. of London
Ahu Tatli; U. of London

Asynchronous

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

[view paper \(if available\)](#)

Making Sense of How to Become a Stricken Person: The Voice of the Communities Affected by a Disaster

Author: **Jussara Pereira**; FGV - EAESP

Author: **Caio César Coelho Rodrigues**; Fundação Getulio Vargas - EAESP

Author: **Alice De Freitas Olete**; FGV EAESP

Traditionally, sensemaking has been studied in organizational theory as a cognitive and social process. However, in recent years, scholars have progressively recognized the importance of daily experiences in the sensemaking process. We interpret our data to expand the understanding of sensemaking, adding the notion of ecological embodiment. Both concepts are gaining significant interest in the management field being, even, worked together in the notion of ecological sensemaking. Nevertheless, a question remains, what is ecological embodied sensemaking? We explore the concept of ecological sensemaking, emphasizing the centrality of the body in the process, the human materiality body, and the role of human senses in the process of making sense of reality. This research investigates the Samarco dam collapse that happened in Brazil on November 5th, 2015. We conducted a qualitative case study with two data collection strategies: netnography and the documental analysis of a local newspaper. Our results show that sensations are closely linked with both the material and the non-material world. As a theoretical contribution, we highlight the use of the human senses in the ecological sensemaking process after a catastrophe. We add the materiality of the human body to the puzzle of the ecological sensemaking process. Depending on the relationships with the environment and emotional reactions, each person had a sense of alarm that saved them from the catastrophe. Thus, bodily inscription can help the individual create senses to keep safe and understand the context of the change event.

[view paper \(if available\)](#)

Calculating the Climate: Assembling Practices for Adaptation

Author: **Nichole Kay Wissman Weber**; U. of San Diego

Author: **Daniel Nyberg**; U. of Newcastle

Author: **David Levy**; U. of Massachusetts, Boston

With the increasingly visible and expensive impacts of climate change, attention is growing to the necessity of local climate adaptation. Adaptation is an effort to reduce the vulnerability of ecological, economic and social systems by assembling knowledge about future risks associated with climate impacts. This study examines the processes of adaptation and how an assemblage of technologies produces risk knowledge in adaptation processes. We find that risk constructs are produced through networks of technical experts, systems of models, algorithms, and analytical techniques. We demonstrate that risk calculations are not neutral nor objective but are influenced by the goals of actors, metrics, and calculations which play a key role in shaping the operation and outcomes of the assemblage. We find that climate impacts were translated into narrow focal points because of competitive pressures, client demand, and institutionalized actuarial processes that do not fully reflect the extent or complexity of climate change. Importantly, this study demonstrates how an assemblage of actors is defining socio-material realities by configuring possibilities for courses of action. This analysis shows both how calculative practices within the assemblage define climate risks and how the frictions between the calculative practices produce unanticipated consequences.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

GDO

New Directions in Gender and Organizations: Closing the Gender Gap in Career Advancement (session 1453)

GDO

Occupational Segregation (session 1452)

As long observed by Kanter (1977), climbing the corporate ladder is not a gender-neutral endeavor. Since then, improvement on women's career advancement within organizations has continued to be disturbingly slow. Research in management, sociology, and labor economics has highlighted the existence of gender bias and the lack of female representation in management positions (Bertrand and Duflo, 2017; Castilla and Benard, 2010; Heilman, 2012) and has put forward a set of explanations for the phenomenon, such as gender stereotypes and status beliefs (Correll, 2004; Bertrand, 2011, Eagly and Karau, 2002, Rudman and Glick, 2001). Gender bias and discrimination, in their contemporary forms, reveal themselves to be complex and subtle. After uncovering the phenomenon and its primary mechanisms, the literature is now focusing on building a more specific and detailed knowledge of the ways gender inequality is perpetuated through organizational mechanisms, such as task allocation and recruitment processes (Babcock et al., 2017; Brands and Fernandez-Mateo, 2017; Chang et al., 2019, Sarsons, 2017) and the ways it can be lessened (Flabbi et al., 2019; Parker et al, 2019). The four papers in our symposium contribute to this literature by exploring various organizational mechanisms, including structure, culture, and hiring practices, in relation to women's career advancement within organizations. In addition, some of these studies consider the interaction of such organizational mechanisms with individual factors, such as perceptions of the organization, and social capital through marriage ties. More broadly, the studies also situate organizations in the ongoing context of the knowledge economy and globalization.

Employers (Think They) Know Best: A Comparison of Hiring Practices on Career Outcomes

Jennifer M. Merluzzi; George Washington U.
Damon J. Phillips; Columbia Business School
James Wade; George Washington U.

Same-Occupation Marriage, Gender, and Career Achievement

Sue Hyun Moon; State U. of New York (SUNY)
Farmingdale

Underdoing Gender in Job Crafting: Coping with Gendered Job Demands in Male Dominant Occupations

Author: Ai Yu; U. of London, Goldsmiths College
Author: Harishchandra Jyawali; Goldsmiths, U. of London

Considering 'job crafting as coping', we explore further how female employees cope with gender-related job demands in male-dominated occupations through their job crafting practices. Based on 21 interviews with female chefs working in professional kitchens, we show, through the lens "underdoing gender" (Thanem & Wallenberg, 2014), that they are able to combine and move between the feminine, masculine and ungendered perspectives that render their performance pressures, unequal gender status, and sexism in the kitchen relatively insignificant. As such, we offer a gendered analysis of job crafting by emphasizing the "grounded perspectives" – embodied, situated and fluid - that female employees take in their job crafting processes. This indicates that job crafting as coping in male-dominated occupations is less about challenging a dominant masculine order of work by increasing/decreasing its related job demands, but more about enacting gendered and ungendered perspectives on work conditions to make one's life more liveable and one's job more doable.

[view paper \(if available\)](#)

Gender Inequalities in Earnings and Sociable Jobs

Author: Thomas Lyttelton; Yale U.

An increasing proportion of the gender wage gap is a result of differences between workplaces, occupations, and organizations. Previous work shows that workers benefit when they match the behaviors and expectations of their workplace, and socializing with coworkers is an important facet of cultural fit. Women socialize with their coworkers less than men, and this may be both a cause and consequence of workplace gender inequalities. This study combines data from the American Time Use Survey and National Longitudinal Survey of Youth, 1979, to study the role of sociability in explaining workplace gender inequalities in earnings. It finds that sociable work worsens earnings inequalities

Colleen Stuart; Johns Hopkins U.

New Owner, New Rules? Impact of Cross-Border Acquisitions on Gender Diversity

Tatiana Lluent; Duke U.

Sex Segregation in the Knowledge Economy

Trevor Daniel Young-Hyman; U. of Pittsburgh

Oliver Hahl; Carnegie Mellon U. - Tepper School of Business

Evan Gilbertson; U. of Pittsburgh

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

both for parents and for women in male-dominated jobs, with both receiving a substantial earnings penalty to working in jobs with high levels of sociability. Differences in sociability are only partially explained by unequal care work responsibilities, and vary considerably with workplace context.

[view paper \(if available\)](#)

Gendered Occupations: Network Centrality and Difficult Work Relationships

Author: **Vijayta Doshi**; Indian Institute of Management, Udaipur

Author: **Satyam Mukherjee**; INDIAN INSTITUTE OF MANAGEMENT UDAIPUR

Gender as a contextual variable has remained under-researched in social network analysis. The authors find that employees' central position in a social network influences their tendency to cite difficult work relationships and this tendency differs in feminized and masculinized contexts. Using two field network studies, through the lens of gendered nature of the occupations, the paper shows that in a feminized occupation employees who are more central in positive networks are less likely to cite colleagues in their negative ties whereas, in a masculinized occupation, employees who are more central in positive networks are more likely to cite colleagues in their negative ties. The paper extends the field's knowledge by demonstrating how network centrality of employees is associated with dislike towards colleagues depending upon the gendered nature of the context. The study offers practical implications for organizations to bring about interventions that reduce employees' tendency to cite others as difficult in their occupational networks.

[view paper \(if available\)](#)

Finding the Right Couple Between Microfinance Loan Officers and Clients in Terms of Gender

Author: **Naome Otit**; U. of Adger

Author: **Cécile Godfroid**; UMONS-CERMi

Author: **Roy Mersland**; full professor

This paper examines the impact of the gender composition of client- loan officer pairs on loan repayment in an Ecuadorian microfinance institution. Using negative binomial regressions and random effects analyses, our results reveal that the most favourable client-loan officer pairs in terms of repayments are those with female loan officers whereas those with male loan officers are the least performing ones. We also show that a male client - female loan officer and female client-female loan officer pairs perform better when the previous loan officer the client was associated with was also a woman. Our findings have implications for theory and management. They point to relational differences between male and female loan officers when interacting with microfinance clients, these differences being confirmed through an additional qualitative research on the field.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

CAR

IM

Women´s Leadership: A Global Perspective on Career Growth, Biases, and Stakeholder Relationships (session 1454)

Asynchronous

INTERNATIONAL

THEME

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

HR

OB

CAR

Employer Branding: Extending Methodological and Theoretical Boundaries (session 1464)

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

HR

Globalizing Actors and Norm-Making in Multinational Companies (session 1462)

This symposium brings together scholars who are taking individual perspectives to norm-making or diffusion in MNCs to engage in a conversation on this frontier of IM and HRM research. We seek to enhance not only the visibility of the growing line of

HR

HR Capabilities, Line Managers, and Human Capital (session 1461)

Recurring Episodic Model of Human Capital Resource Deployment

Author: Peter Gallagher; Uconn Business School

Author: Gregory Paul Reilly; U. of Connecticut

research on globalizing actors in MNCs, but also drive the research agenda forward by discussing common challenges and opportunities. We hope to contribute to connecting researchers and ideas in an effort to achieve a more integrated analysis of what globalizing actors actually do, within institutional and organizational contexts.

Mandate Transition and the Micro-Level Activities of Global Intermediary Actors (GIAs)

Kieran Michael Conroy; Queen's U. Belfast

Elite Patriotism and Commitment of GAs in the Making: The Case of Two High-Tech Companies in China

Ling Eleanor Zhang; Loughborough U.

Lifan Chen; Renmin U. of China

Xiaoli Hu; School of Management, U. of Science and Technology of China

When in Rome...? Gender Equality Practice Implementation of Korean MNE Subsidiaries in Sweden

Ji-Won Song; Stockholm School of Economics

Understanding Social Innovation Processes in and Around MNCs Through the Role of Social Activists

Ayse Saka-Helmhout; Radboud U. Nijmegen

Tony Edwards; Loughborough U.

Gregor Murray; U. of Montreal

Isabelle Martin; U. of Montreal

Asynchronous

INTERNATIONAL THEME RESEARCH SYMPOSIUM ASYNCHRONOUS

Drawing upon the resource-based view of the firm, human capital resource (HCR) and strategic human resource management (SHRM) scholars argue that organizations which secure and develop better pools of HCRs, through formal SHRM systems, are better positioned in their competitive environment. However, HCRs represent capacities to act, not action itself. Recent work has addressed this by highlighting the importance of appropriately deploying employees to realize the potential value of HCRs. Yet, the informal learning and teams literatures suggest that deployments would also greatly influence the further development of HCR over time. This presents a potential paradox for organizational decision makers as deploying employees for optimal current performance may be at odds with deploying to develop HCR for the future. Drawing upon the dynamic equilibrium model of organizing (Smith & Lewis, 2011), we address this paradox and advance a recurring episodic model of HCR deployment decisions. We argue that individual differences and situational demands pertinent to decision makers (i.e., managers) shift the balance of immediate performance versus longer-term development concerns, which may be addressed through an oscillating deployment approach. We argue that the two goals may be jointly optimized over time, and detail the nature of different developmental deployments.

view paper (if available)

Go from HRM Practices to HRM capabilities: A Dynamic Capabilities Perspective

Author: Mengwei Li; U. of Kansas

Author: Clint Chadwick; U. of Kansas

While a resource-based view (RBV) has been widely used as a theoretical framework to explain the role of HRM practices in enhancing firm performance, the HRM practices suggested by strategic HRM researchers do not truly satisfy the assumption of "valuable, rare, inimitable, and non-substitutable (VRIN)", resulting in the failure to obtain Ricardian rents. Hence, we find mixed results regarding the effects of HRM practices on firm performance in current longitudinal studies. As an extension of RBV, the dynamic capabilities theory does not emphasize

superior resources, per se, but instead this theory focuses on its capabilities of sensing, seizing, and reconfiguring resources. Accordingly, in this paper we propose the concept of HRM capabilities, which represents firm capabilities in terms of utilizing human resources to secure entrepreneurial rents. Specifically, we argue that HRM capabilities could lead to the change and transformation of generic and firm-specific human capital resources (HCRs), which will further mediate the relationship between HRM capabilities and long-term firm performance. In this way, we link strategic HRM literature with strategic human capital literature and explicate the paths through which HRM may influence long-term firm success.

[view paper \(if available\)](#)

HR? It's Not My Job! Toward the Framework of First-Line Manager's HR Role Identity.

Author: **Xuan Kou**; Trinity College Dublin

Author: **Hussein Kurdi-Nakra**; Trinity College Dublin

Author: **Jongwook Pak**; Trinity College Dublin

Although prior research has confirmed that HRM system strength and HR professionals' support can positively result in the first-line manager's HR implementation and effectiveness, little is known about the ways in which HRM many other actors at different organizational levels influence first-line managers' identification of performing their HR duties. The purpose of this conceptual paper is to explore the distinguishable impacts of HRM actors across all organizational hierarchies on first-line managers' HR role identity, and consequently on their HR implementation behaviors. We conceptualize multi-actor HR involvement construct and develop level-specific implementation climate to connect such each HR involvement to line managers' HR role identity. Given the articulated explanation of this multilevel model, we suggest the potential contextual antecedents for first-line managers' perceptual and behavioral outcomes to achieve their HRM goals.

[view paper \(if available\)](#)

Human Capital Evaluation in Private Equity Investment Decisions: Contemporary Practice & Challenges

Author: **Zara Whysall**; Nottingham Trent U.

Author: **Alistair Bruce**; NBSNTU

This paper investigates the processes involved in human capital (HC) evaluation in the investment of organisations by private equity (PE) firms. The significance of this issue relates to both the increasing importance of the PE industry in the wider corporate environment and the increasing recognition, within business and regulatory and financial communities, that the valuation and reporting of HC as a corporate asset requires attention. We examine the issue through the conceptual frame of HC evaluation by PE as an agency problem centred on asymmetric information. Findings are discussed from twenty-three semi-structured interviews with senior representatives of nineteen different PE firms with collective experience of over 3700 investments, to elicit insights into the nature, challenges and consequences of HC evaluation. The findings reinforce the agency perspective and characterise this setting as one featuring an aggravated form of asymmetric information-based agency problem. We find that the commonly employed HC evaluation methods are regarded as suboptimal in their susceptibility to heuristics and biases and to factors such as time pressure and interpersonal dynamics, potentially resulting in flawed judgements and negative investment decisions. We provide an analysis of the most commonly-reported consequences of shortcomings in HC evaluation, and offer recommendations for future research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

Leadership, Ethics, and Employee Outcomes (session 1460)

HR

OB

Relational Perspectives on Human Resource Management (session 1463)

Ethical and Empowering Leadership Styles and Follower Creativity: A Meta-Analytic Review

Author: **Andra Serban**; Virginia Commonwealth U.
Author: **Sven Kepes**; Virginia Commonwealth U.
Author: **Wenhao Wang**; Virginia Commonwealth U.
Author: **Alexander S. McKay**; Virginia Commonwealth U.
Author: **Elena Olson**; Virginia Commonwealth U.

The importance of creativity in contributing to organizational innovation, survival, and growth is widely recognized, especially in today's knowledge-based economy. Although leadership has been identified as an essential factor driving creativity in organizations, few studies have compared the effects of different leadership styles on employee creativity. Therefore, this meta-analytic review synthesizes the literature on the effects of leadership on creativity by comparing the effectiveness of six ethical and empowering leadership styles (i.e., authentic, empowering, ethical, humble, transformational, and servant) and contrasting them with charismatic and transactional leadership. Our meta-analytic sample was derived from 140 primary sources, which included 141 independent samples and 37,604 individual observations. Overall, the effects range from essentially nil to moderate in size. A relative weights analysis confirmed the effectiveness of authentic leadership when compared to the other ethical and empowering leadership styles. Examining several contextual and methodological moderators, we found that source of creativity ratings, study setting (laboratory vs. field), and sample characteristics (i.e., individualism and power distance) had a noticeable influence on the strength of the observed effects. Other factors, including level of analysis, did not moderate the effects. Implications of our findings for practice and avenues for future research are discussed.

view paper (if available)

Ethics-Related Mentoring and Protégé Moral Motivation and Ethical Leadership

Author: **Jonathan Crawshaw**; Aston U.
Author: **Corinna Busch**; Aston Business School
Author: **Yves R.F. Guillaume**; U. of Liverpool Management School

Despite significant theoretical, empirical, and practical advances, the relationships “boom” has yet to prominently reach the HR literature (Soltis et al., 2018). This symposium is intended to generate new insights on a relational view of HRM. In applying the term “relational,” we include examinations centered on how formal and informal patterns of interactions between dyads and groups of individuals within and outside the organization impact and are impacted by HRM practices and systems (e.g. Carpenter et al., 2012; Cropanzano & Mitchell, 2005; Ferris, 1985; Gittell & Douglass, 2012). This symposium will advance research and theory on a relational perspective of HRM in three ways. First, it will enrich our understanding of how HRM systems can be designed to shape relationship patterns that are more networked than siloed. Second, it will advance our understanding of how particular relationship patterns impact particular HR outcomes. Third, this symposium will advance our understanding of the process of change when HRM systems are redesigned to support new relationship patterns.

Papers presented in this symposium achieve these goals by addressing topics such as the role of relational work systems in organizational transformation, the impact of teamwork training on listening capabilities, and how organizational interventions can directly facilitate relationships to enhance learning and development.

Healthcare Organizations and the Role of Relational Work Systems in Human Resources Management

Yaminette Diaz-Linhart; Brandeis U.

Teamwork Training: An Experimental Study to Develop Relational Capabilities

Guy Itzchakov; U. of Haifa

Fostering Relational Exchange for Employee Learning and Development

Evan Gilbertson; U. of Pittsburgh
Frits Pil; U. of Pittsburgh

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Author: **Alison Legood**; U. of Exeter Business School

We extend the mentoring and ethical leadership literatures by exploring the nature and importance of ethics-related mentoring, its effective measurement, and its potential role in promoting protégé moral motivation and ethical leadership. In study 1, qualitative interviews with 25 mentoring experts explored the concept of ethics-related mentoring and its potential importance in the mentor-protégé relationship. These interviews also generated items for a new measure of ethics-related mentoring. In study 2, we surveyed a sample of 114 working protégés in Germany, and exploratory factor analysis reduced these items and provided an initial factor structure for our measure. In study 3, a time-lagged Qualtrics survey of 152 protégés was used to further validate this measure and, drawing on social cognitive theory, test hypotheses where protégé perceptions of their mentor's ethics-related mentoring is positively related to their own moral motivation and ethical leadership, and that these relationships are stronger when they have a prototypical mentor. Across the three studies, we confirm the importance of ethics-related mentoring and develop a new ethics related mentoring measure. We also provide excellent support for our hypothesised model, confirming a significantly stronger positive relationship between protégé perceptions of their mentors' ethics-related mentoring and their own moral motivation and ethical leadership when they perceive their mentor is prototypical.

[view paper \(if available\)](#)

Ethics-Centered HR System, Moral Attentiveness, and Organization Citizenship Behavior in SMEs

Author: **Farheen Rizvi**; U. of Management and Technology

Author: **Khuram Shahzad**; U. of management and technology, Pakistan

Organization citizenship behavior (OCB) is an important determinant of organizational effectiveness. Therefore, there is considerable interest in identifying factors that may promote such behaviors. By integrating the theoretical foundations of the AMO (ability- motivation-opportunity)

framework with arguments from the social cognitive theory of morality, we conceptualize the role of ethics-centered HR systems in promoting OCB, and moral attentiveness as a mediating mechanism between this relationship. Analysis of data generated through a survey conducted among 222 employees of 62 SMEs in Pakistan provides evidence that ethics-centered HR systems relate positively to employee OCB, and suggests that perceptual and reflective moral attentiveness mediate this relationship.

[view paper \(if available\)](#)

Linking Idiosyncratic Deals and Unethical Pro-Organizational Behavior

Author: **Meiqin Jiang**; College of Economic and Management, Huazhong Agricultural U

Author: **Pengcheng Zhang**; School of Management, Huazhong U. of Science and Technology

We examined unethical pro-organizational behavior (UPB) as the downside of idiosyncratic deals (I-deals), and further the mediating role of perceived insider status (PIS) and moderating role of moral identity. Evidences from a field study and an experiment indicate that i-deals is positively related to employee PIS, which then in turn positively associates with employee UPB. Findings also support the moderated mediation model, that is, employee PIS will mediate the positive relationship between i-deals and UPB when employee moral identity is low, but not when employee moral identity is high.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

Talent, Stars, and Teams (session 1458)

(Non-)Star Struck: Internal Mobility and the Network Evolution of B- Performers

Author: **Hongzhi Chen**; School of Business, Nanjing

HR

Work and Family (session 1459)

Change in Health in Relation to Change in Work and Family Variables: A Longitudinal Study

Author: **Haolin Fu**; U. of Nebraska, Lincoln

Author: **Janet P. Near**; U. of Nebraska, Lincoln

U.

Author: **Benjamin B. Dunford**; Purdue

Author: **Wayne Boss**; U. of Colorado

Despite growing recognition that non-star performers play a greater than expected role in organizational effectiveness, we know surprisingly little about how so called “B-Performers” add value to firms. Integrating theory from socialization and social capital literatures, we assert that the value of non-star performers comes from their proclivity to develop complex social networks over time following internal job transfers. We derive and test a novel theoretical model of non-star internal mobility and network evolution in a medium sized US healthcare system, leveraging a multi-source, longitudinal data set comprised of email communications and personnel performance records. Supporting our model, we find evidence of a negative association between performance and internal mobility, and that internally mobile employees expand their incoming but not outgoing network ties over time relative to their immobile counterparts.

[view paper \(if available\)](#)

Stars in Teams: Their Implications for Non-Stars’ Work Autonomy and Job Performance

Author: **Genjiro Kosaka**; Sophia U.

Author: **Yoshio Yanadori**; U. of South Australia

Author: **Takahiro Endo**; Hitotsubashi U.

Studies on star employees in an organization have found that stars achieve high individual performance, and they positively or negatively influence coworkers in teams. However, scholars have not empirically examined the effect of stars in a team on non-star colleagues and the mechanism connecting the presence of stars in a team and non-stars’ performance. Applying resource dependence theory, we examine the mediating relationships of recognition as a star, the work autonomy of stars and non-stars, and their job performance. We collected multiple-source and longitudinal data from 514 employees in 117 teams at a large Japanese web-service company. The results of the mediation analysis show that recognition as a star in an organization increases the individual’s work

We used multilevel modeling from a longitudinal survey of 5,697 individuals and 23,756 observations across five waves of data collection, to examine the within-person change in the rate of health improvement over time. Consistent with Conservation of Resources (COR) theory, we found that the rate of health improvement slowed down when an individual increased work hours over time and presumably has fewer time resources to devote to health enhancement activities (e.g., less time at the gym). Our results also showed that the rate of health improvement increased when an individual experiences increased life satisfaction over time, which might suggest a psychological boost that would enhance mental and psychological resources. Finally, we found results consistent with the psychological empowerment framework, in that the rate of health improvement increased when an individual experienced greater work responsibility; we argue that increased work responsibilities can enhance an individual’s psychological resources by providing increased meaningfulness and competence, which further contributes to health improvement rate. Overall, our findings indicate that work conditions may help to improve employee health, such that managers who take action to improve employee work conditions may be able to reduce the substantial healthcare costs faced by organizations today.

[view paper \(if available\)](#)

Reactions Arising from Work-to-Family Conflict: Examining the Mediating Role of Work-to-Family Guilt

Author: **NianNian Dong**; U. of Science and Technology Beijing

Author: **Mian Zhang**; Tsinghua U.

The purpose of this study is to examine how an individual reacts to work-to-family conflict at work and family domains. Using survey data comprising of HR managers and professionals (N = 171), we found that work-to-family guilt mediates the relationship between work-to-family conflict and job satisfaction, and intrinsic motivation moderates the relationship. We also found that for men with non-traditional gender role attitudes, work-to-family guilt

autonomy, which leads to higher job performance. Moreover, by testing a multilevel mediation model, we found a significant cross-level indirect effect of the proportion of stars in a team on non-stars' job performance through a decrease in their work autonomy. These findings show that recognition as a star in an organization is beneficial for the individual's subsequent performance, while the larger presence of stars in a team has a constraining effect on their coworkers.

[view paper \(if available\)](#)

Talent Status, Ambiguity, and Early Career Programs (WITHDRAWN)

Author: **Pernilla Bolander**; Stockholm School of Economics

Author: **Andreas Werr**; Stockholm School of Economics

Author: **Jennie Sumelius**; Hanken School of Economics

Adopting an identity work perspective, we focus on the employee experience of talent management. More specifically, we explore the ambiguities that talents in an early-career program encountered in connection to their talent status, and the identity work tactics they used to make sense of their talent status and construct coherent, stable and valued identities amidst ambiguity. Drawing on qualitative interview data from a large Swedish MNC, this study contributes by identifying three aspects of talent status in relation to which talents encounter ambiguity (role, responsibility and status). Furthermore, our findings suggest that ambiguity about the implications of talent status leads talents to engage in identity work that results in positive outcomes for both the organization and the individual in terms of desirable behaviours such as hard work and focusing on learning and development.

[view paper \(if available\)](#)

Asynchronous

[PRACTICE](#) [RESEARCH](#) [PAPER SESSION](#) [ASYNCHRONOUS](#)

mediates the relationship between work-to-family conflict and reparative behaviors to family members, and intrinsic motivation moderates the relationship. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

The Leader in the Spotlight: Health-Oriented Leadership and its Antecedents and Outcomes

Author: **Miriam Arnold**; Leibniz Institute for Resilience Research

Author: **Thomas Rigotti**; Johannes Gutenberg-U. Mainz

Health-oriented leadership is a relatively new concept in the field of research on leadership. It incorporates health behaviors and attitudes towards the followers (StaffCare) as well as towards oneself (SelfCare). Little is known about antecedents of HoL and about effects on the leaders themselves. Therefore, in the present study we propose a serial mediation model with job resources and demands as antecedents and work engagement and emotional exhaustion as outcomes of SelfCare and StaffCare. Over the course of five working weeks, 234 leaders provided data on a total of 960 weeks that were analyzed with a multilevel structural equation modelling framework. Results showed that SelfCare and StaffCare within the leader are significantly related. Moreover, the relationship of job resources and demands with work engagement was serially mediated via SelfCare and StaffCare. This serial mediation could not be found for emotional exhaustion. The results suggest that work characteristics of the leader play a role in shaping leadership behavior. Theoretical and practical implications of these findings are discussed.

[view paper \(if available\)](#)

Asynchronous

[THEME](#) [RESEARCH](#) [DIVERSITY](#) [PAPER SESSION](#) [ASYNCHRONOUS](#)

CGIO Best Paper in International Corporate Governance Finalist (session 1465)

Two to Tango: Board Interlocks, CEO Duality, and Foreign Debt Capital

IM Division CGIO Best Paper in International Corporate Governance Finalist
 Author: **Anish Purkayastha**; U. of Sydney Business School

Drawing from resource dependence and information processing theory in the context of corporate governance in multinational firms, we examine the impact of relevant board interlocks on the extent of additional year-to-year foreign capital raising by firms. Considering that there is a separation between transfer and receptivity of information, CEO duality or dual role of board chairperson as CEO might enhance the effectiveness of external resources while increasing cognitive load on the adoption of suitable capital management decision. Through an analysis of foreign debt investment from top 50 Indian firms (Nifty-50) during 2010-2018, we find that the relationship between focal firm's board interlocks with other firms that have raised foreign debt capital and the extent of year- to-year change in debt capital in the focal firm takes an inverted-U shape. Results indicate that CEO duality steepens this curvilinear effect. Our findings contribute to the intersection of corporate governance and international management literature.

[view paper \(if available\)](#)

Internal Diversity in German Corporate Governance: A QCA Analysis (WITHDRAWN)

IM Division CGIO Best Paper in International Corporate Governance Finalist
 Author: **Shabneez Bhankaraully**; U. of Essex Business School
 Author: **Michel Goyer**; U. of Birmingham

We investigate the set of conditions leading to major employee turnover in the governance of large listed German companies further to labour market

Global CSR Policies, Practices, and Sustainability (session 1468)

The Role of CSR in the Relationship Between Social Trust and Financial Performance (WITHDRAWN)

Author: **Jae C. Jung**; U. of Missouri, Kansas City
 Author: **Junyon Im**; Asper School of business, U. of Manitoba

Institutional theorists suggest country-level informal institutions influence the economic prosperity of countries and firms. In this study, we examine the relationship between country-level social trust and firm-level financial performance, emphasizing the role of corporate social responsibility (CSR) as a mediator. In a society with strong social trust, individuals and organizations are expected to cooperate and behave honestly. Accordingly, individual interactions are guided by the norms of trustworthiness and the willingness to trust others. This study proposes that a firm can satisfy the norm of social trust by committing to socially responsible activities, which, in return, positively influence a firm's financial performance. Our analysis based on various data sources partially supports our theory. Although the mediation effect of CSR is found to be significant when a firm's financial performance is measured by return on assets (ROA), it is not significant when return on equity (ROE) is used as a financial performance proxy.

[view paper \(if available\)](#)

National Cultural Practice, Diversification Strategies, and CSR Environmental Disclosures

Author: **Rakesh B. Sambharya**; Rutgers U., Camden
 Author: **Irene Goll**; U. of Scranton

This study examines the relationships between market strategies (international and product diversification) and a key pillar of nonmarket strategy, corporate social responsibility (CSR). It focuses on environmental CSR disclosures by MNEs in their annual reports. We rely on Institutional Theory and the Stakeholder perspective to make our arguments. We hypothesize two counter relationships between diversification and

liberalization for non-standard employment. Using the Qualitative Comparative Analysis (QCA) approach, we illustrate that substantial employee turnover in the core manufacturing sector occurs under the restrictive context of high debt as a necessary condition. In the non-manufacturing sectors, in contrast, downsizing programmes take place under a set of permissive, and alternative, combinations of sufficient conditions driven by shareholder value maximisation objectives: the presence of ownership diffusion in the ownership structure of companies, the importance of highly financialized investors (hedge funds/private equity), or the presence of CEOs with an educational background in law and/or business management. We provide important insights for understanding patterns of change in corporate governance by integrating the QCA approach with theoretical perspectives stressing the characteristics of actors' identities in combination with their external business environments. The diffusion of new practices in contested contexts will be characterised by the presence of necessary, and restrictive, conditions whilst more favourable contexts will be associated with the presence of non-competing (i.e. alternative) sets of sufficient conditions.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

environmental CSR disclosures. We also examine the moderating role of an MNE's home country national culture practices on the diversification – environmental CSR disclosures relationships. The study includes two higher order dimensions of GLOBE cultural practices: Performance Based Culture and Socially Supportive Culture. The sample includes 335 large MNEs from 31 countries then distributed among three CSR regimes: European, Anglo- Saxon, and Asian and emerging markets. Data was collected from publicly available sources from 2010 to 2012. The results show support for the hypothesized relationships between diversification and environmental CSR disclosures and that the direction of the relationship varies by the region of the world. They also provide significant support for the moderating role of national culture.

[view paper \(if available\)](#)

Legitimizing CSR Enactment Through Institutional Logics: A Cross-Market Comparison

Author: **Ivana Milosevic**; College of Charleston

Author: **Erin Bass**; U. of Nebraska, Omaha

As responsible business becomes an increasingly global concern, the ways in which organizations, and the individuals within, enact and legitimize corporate social responsibility (CSR), is increasingly important. Drawing on a qualitative study of scientists and engineers in the energy sector in Eastern Europe and Canada, we show differences in exposure to and interpretation of institutional logics in these two national settings that drive heterogeneity in how these professionals enact CSR through their work. In both contexts, the hazardous nature of their organizations requires them to act with agency. However, in the Eastern European context, professionals use localized logic—a constellation of local collective norms developed through a variety of organizational and social positions—to legitimize their CSR enactment. In contrast, in the Canadian context, professionals use professional logic—a constellation of artifacts and practices embedded in the standards of their profession—to legitimize their CSR enactment. Based on these findings, we develop a process model of legitimizing CSR enactment that explicates three mechanisms through which logics shape the

agency of CSR enactment at the micro- level of analysis.

[view paper \(if available\)](#)

The Renaissance of International Business Research in the Sustainable Development Goals Era

Author: **Ivan Montiel**; City U. of New York, Baruch College

Author: **Junghoon Park**; Baruch College & The Graduate Center, CUNY

Author: **Raquel Antolin-Lopez**; U. of Almeria

In this study we hope to inspire international business (IB) scholars to engage in research on grand challenges that pose an imminent threat to the planet and society. IB research has the potential to pave the road to sustainable development across the globe by delving into relevant themes aligned with the new decade—the United Nations Sustainable Development Goals (SDGs) decade. Given the global nature of SDGs, IB researchers are probably the best equipped business scholars to advance knowledge in this area. Likewise, an IB-SDG research agenda can energize the IB community and help to redirect their research efforts to have a broader impact beyond their research community and in the practitioner world. However, grand challenges have been essentially neglected in IB research. We therefore propose to adopt the UN SDGs as a framework to connect IB research and grand challenges to make IB scholarship more instrumental and actionable on understanding grand challenges

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

IM

Identity and Self Concept in International Businesses (session 1466)

IM

Managing Tensions in International Businesses (session 1467)

Extending Boundaries of Psychological Ownership Research: Measurement, Outcomes, Cultural Moderators

Author: **Franziska M. Renz**; U. of Texas at El Paso
Author: **Richard Posthuma**; UTEP
Author: **Eric Smith**; U. of Texas at El Paso

Psychological ownership theory and extended self theory explain why someone feels like the owner of his/her job or organization. Yet, there is limited prior research examining whether psychological ownership differs as an individual versus collective phenomenon, and in different national cultures. We extend this literature by examining the dimensionality of psychological ownership, multiple outcomes, and national culture as a boundary condition. Data from surveys of 331 supervisors from Mexico and the US indicate that both individual and collective psychological ownership are positively associated with organization-based self-esteem and a new outcome, paternalistic leadership behavior. National culture is a significant moderator with individualism enhancing and power distance attenuating these relationships. Additionally, we introduce a more precise measure of paternalism to capture the frequency of paternalistic leadership behavior instead of its mere occurrence. We also present an application of two-stage least squares (2SLS) regression analysis to the fields of international management and applied psychology.

view paper (if available)

Organizational Identity as an Antecedent of International Expansion: The Challenge of SA Banks

Author: **Lilac Nachum**; City U. of New York, Baruch College
Author: **Abdullah Verachia**; Gordon Institute of Business Science

The possession of intangible assets has long been assumed to be the major driver of international expansion and the factor that gives rise for the multinational company. The growth trajectory of South Africa banks does not conform to this theoretical prediction. In spite of the evident

A Spillover Model of Perceived Insider Status on the Success of Self-Initiated Expatriates

Author: **Angela Shin-yih Chen**; National Taipei U.
Author: **Guo-hua Lin**; National Taipei U.

Purpose: The purpose of this study is to gain a better understanding of how self-initiated expatriates (SIEs) integrate themselves into the foreign workplace, adapt to a new life, and be competent for their jobs. The following research questions are proposed: What are the relationships among cultural intelligence (CQ), perceived insider status, overseas work adjustment, and in-role performance with respect to SIEs? Can perceived insider status and work adjustment sequentially mediate the positive relationship between CQ and in-role performance? Can perceived organizational support moderate the indirect relationship between CQ and in-role performance via perceived insider status and overseas work adjustment such that the indirect relationship becomes stronger when perceived organizational support increases? Method: Due to the specificity of our target participants, an online questionnaire was established and delivered through the Internet via the Facebook community site, email, and communication software. A screening question was designed in the demographic section to check if the participants were self-initiated expatriates or corporate expatriates. In addition, a lucky draw was planned to encourage participation. SEM was applied for data analysis and latent moderated structural equation (LMS) was used for moderated mediation analysis. Results: We analyzed the data and tested the hypotheses using SEM via Mplus 8.3. A bootstrapping method was used to evaluate the direct and indirect effects. For the moderated mediation hypothesis, we followed the procedures for testing moderated mediation as described by Cheung and Lau (2017). The results indicated that perceived insider status and overseas work adjustment sequentially mediated the relationship between CQ and in- role performance. In addition, the moderated mediated effect of perceived organizational support was also supported. The conditional effect at various levels of POS was plotted with the Johnson-Neyman technique.

view paper (if available)

possession of vast and powerful stock of intangible assets, and the presence of strong pull and push factors for international expansion, these firms have remained predominantly domestic, with small and meager activity outside their home country. Exploratory study of these banks suggests that their organizational identity, with its antecedents in the characteristics of the home country, has restrained their ability to observe opportunities outside the home country and develop the capabilities to exploit them. We develop a theory of the impact of organizational identity on international growth and suggests that it should be incorporated in MNE theory as a critical condition for international expansion.

[view paper \(if available\)](#)

Spanning Identity Borders: Migrant Entrepreneurs Building Knowledge Collaborations

Author: **Stoyan Petrov Stoyanov**; U. of Bath

Author: **Veselina Petrova Stoyanova**; U. of Strathclyde

The changing geopolitical landscapes and the increased migration flows across the world call for a fresh perspective on the socio- cultural and economic integration of migrants in their new 'homes' and 'communities'. In this qualitative study, we provide insight into the identity work dynamics that underlie the initiation of interfirm cooperation. We see a sample of Bulgarian migrant entrepreneurs as knowledge boundary spanners who employ identity work tactics for the development of shared norms and values that facilitate interfirm cooperation in the UK. The study suggests that interfirm cooperation is preceded by a temporal identity work process, characterised by a series of inward and outward identity work tactics. The interplay between inward and outward identity work tactics occur over the phases of identifying identity differences, adopting identity cues and finally, realizing hybrid identity. The paper contributes to the literature that explores the underlying mechanisms for the initiation and the capture of interfirm opportunities by SMEs from a different cultural context.

[view paper \(if available\)](#)

Competing or Complementary? Government-Regulation and Self-Regulation in the Global Financial Sector

Author: **Danielle Renee Combs**; Florida International U.

Author: **Nan Zhang**; U. of Illinois at Urbana-Champaign

This study offers insights into the complex global regulatory environment by exploring the nature of the relationship between government-regulation and voluntary self-regulation within the context of the global financial sector. We specifically examine the extent to which financial sector government-regulation and self-regulation are complementary or substitutive, how they compare in their responses to a global financial crisis, and the extent to which changes in self-regulation may precede changes in government regulation (which is a widely held belief). Using a panel dataset of banking regulations across 71 countries during the years 2001-2015, we are able to reveal additional insights into the nature of the global financial regulatory system. Our empirical analysis indicates an overall substitutive relationship between industry government regulation and self-regulation. Additionally, we find that government regulation strengthens while self-regulation weakens in response to a financial crisis. Lastly, we find empirical support for the presumption that governments may take regulatory cues from private industry actors over time; however, government-regulation tends to respond in the opposite direction to changes in self-regulation.

[view paper \(if available\)](#)

The Interplay Between Emotions and Legitimacy in Managing the Global-Local Tension

Author: **Eugene Cha**; Keio U. Japan

Author: **Masahiro Kotosaka**; Keio U. Japan

Expatriates reside under the paradoxical tension between global integration and local adaptation, when the assignment is to implement a global strategy in a local context. This tension triggers complex emotions that expatriates need to regulate in order to perform. Although the link between the individual-level emotion and the firm-level strategy

Status Threat Through an Identity Lens: Cultural Influences on Motivational and Behavioral Responses

Author: **Elizabeth C Ravlin**; U. of South Carolina

Author: **Silvia Clark**; Darla Moore School of Business, U. of South Carolina

Author: **Anna Katherine Ward**; Virginia Tech

Author: **David C. Thomas**; U. of Victoria

We examine individuals' experience of status threats through the lens of identity theory, further building theory beyond the social exchange foundations typically argued for status processes. Status threat is considered an important aspect of identity threat, and occurs through the potential devaluing (diminishment of status) of an identity, change in status meaning associated with the identity, and inability to enact the status-relevant behaviors of the identity. As opposed to social exchange perspectives which focus on the self-enhancement motive, we argue that status threat leads to changes in the salience of multiple central identity motives (self-enhancement, uncertainty reduction, and affiliation), and that the effects of the salience of these motives is moderated by the cultural norms of the threatened individual (power distance), and the status of the focal person relative to source of the threat (a higher or lower status other). This process draws on the variance in subsequent behavior observed in prior research. We contribute to theory by further developing our understanding of the relationship between identity and status, and explicating how status threats can trigger multiple identity motivations and subsequent behaviors (information and emotional exchange and behavioral adaptation under different cultural and relative status conditions).

view paper (if available)

Receptivity to Voice: The Influence of Cultural Logics of Honor, Face, and Dignity Cultures

Author: **Maritza R. Salazar**; U. of California, Irvine

Author: **Haitham Houry**; American U. of Beirut

Soliciting and incorporating employee voice is

implementation is of utmost importance in a multinational corporate context, it remains under-researched to date. We therefore investigated what kind of emotions evoke under such tension and how the emotion results in organisation-level outcome. We collected a 612-day ethnographic data related to new product launch projects in a multinational corporation and triangulated the findings with internal archival information and formal interviews. As a result, we found that the global-local tension evoked mixed emotions among expatriates over time, and those emotions influenced the individual's legitimacy in two phases: legitimacy seeking stage and legitimacy owning stage. These phases reiterated, and the repetitive cycle over time developed an emotional dynamic at organisation-level across the project team. We argue that expatriates' actions and behaviours to regulate mixed emotions evoked by the global-local tension influence the way the individual's legitimacy develops, as they change the interaction and the relationship among the actors. In turn, the individual-level legitimacy influences the organisation-level emotional dynamic and thus the performance.

view paper (if available)

The Discontented Manager and the Anomic Mindset: An Interpretive Ethnography in an Automotive MNC

Author: **ALEXANDRE BOHAS ESSCA AIX**; ESSCA Graduate School of Management

Author: **Michael J. Morley**; U. of Limerick

In this detailed field study we explore how managers react to changes resulting from globalization. In observing and analyzing these managers in their daily routines, the situations they face, the discourse they engage in and the actions they display, we reveal the existence of an anomic mindset. Its presence leads them to react against rather than adapt to the globalization that surrounds them and the responses it demands. Our interpretive ethnography of these managers in situ casts particular light on a previously underexplored phenomenon whereby the more exposed to globalization, the more the observed managers appear to take an antagonistic stand toward it and

essential to organizational performance, yet managers display considerable variation in their openness to subordinate voice. To help explain when leaders will be open to employee voice, we draw on the CuPS (Culture x Person x Situation) approach that jointly and equally considers cultural differences and individual differences. Drawing on a sample from three different countries (e.g., the United States, China, and Lebanon), we present participants with a vignette in which they are asked to respond to a situation where a subordinate speaks up to them, a senior manager, with a concern about an aspect of work. Our studies show that in cultures where self-worth is derived more from external social relationships (face and honor) than from one's own subjective judgments (dignity) that people tend to respond less favorably to employee voice (i.e., with lower willingness to consider the input). The respondent's endorsement of the cultural ideal and the nature of the social relationship between the senior manager and the subordinate employee in the scenario also influence these results. We discuss the theoretical and practical implications of these findings for the justice and cross-cultural literature discussed, as well as practical implications and suggestions for future research.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

entrench themselves in their previous worldviews, perceptions and opinions. The insights we assemble from our fieldwork are designed to serve as additional inputs to the evolving debate on global leadership in international business and its academic, managerial and methodological implications.

[view paper \(if available\)](#)

Returning Home, Leaving Again? Insights from an Assisted Return and Reintegration Program

Author: **Daniela Bolzani**; Department of management, Bologna U.

Research on return migration has testified a growing and lively debate over the last decades, suggesting that return should be seen as one of the potential multiple steps of continuous, transnational migration patterns. Despite this suggestion, studies have tended to focus on the reintegration efforts of returnees and their potential contributions to the socio-economic development of their countries of origin. This study moves beyond these scholarly contributions by providing an understanding of re-migration intentions, building on insights provided by the theory of planned behavior. Specifically, acknowledging the diversity of return migrants, it focuses on "non- elite" returnees who have been traditionally considered in management literature. The study draws on unique longitudinal data about 93 return households supported by an assisted return and reintegration program, aiming at helping returnees in setting up micro-businesses. The results show that intentions to re-migrate are mostly influenced by attitudinal elements formed by comparative evaluation of economic, family, and psychological factors in the host and home countries, and perception of re-migration feasibility.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

The Impact of State Ownership in Emerging Markets (session 1469)

Subnational State Owned Enterprises in Latin America: International Expansion and Financial Autonomy

Author: **Diego Finchelstein**; U. de San Andrés

Author: **Maria Alejandra Gonzalez-Perez**; U. EAFIT

Author: **Erica Helena Salvaj**; U. del Desarrollo

We examine four State Owned Enterprises (SOEs) and compare the international strategy and performance of those two controlled by the central government with the two owned by a subnational level of authority. After a thorough qualitative analysis, we find that subnational ownership creates a more gradual market driven international expansion while centrally owned SOEs is explained by non-market factors (i.e. government's international political agenda). We show how the different availability of resources between subnational and centrally owned SOEs as well as the financial autonomy of these firms play a key role to understand their international performance and evolution.

[view paper \(if available\)](#)

Mixed Blessing: The Impact of State Equity on Cross-Border Acquisition of Non-State-Controlled Firms

Author: **Hang Chen**; School of Economics and Management Tsinghua U.

Author: **Donghong Li**; School of Economics and Management Tsinghua U.

Author: **Dong Chen**; Loyola Marymount U.

Current literature suggests that state-owned entities from emerging economies suffer from legitimacy pressure in their cross-border acquisitions (CBAs). Based on resource-based view and institutional theory, our study argues that state-owned entities can bring resource benefits in CBAs when they become shareholders of non-state-controlled firms. We also found more state ownership would expose non-state-controlled firms to legitimacy pressure after legitimacy threshold in host countries risen. We tested our theory using a sample of CBA deals

Gender and Management Education (session 1470)

Female Leadership Development and Practice

Author: **Renata Kessler Miltersteiner**; FGV-EBAPE

Author: **Fatima Bayma De oliveira**; Fundacao Getulio Vargas

Author: **Anderson De Souza Sant'Anna**; FGV-EAESP

Author: **Lygia Gonçalves Hryniewicz**; FGV-EBAPE

Discrimination against women in strategic positions is a recurring issue in the labor market, particularly in Brazil. Even though women generally have higher qualifications than men, this is not reflected in their salaries or positions. The causes of such limitations have historical, social, and psychological roots. This paper aims to understand better the challenges faced by women in the Brazilian public administration of executive branch. The study is based on the barriers to reaching leadership positions, such as "Glass Ceiling," "Leadership Labyrinths," and "Queen Bee," commonly described in the international and national literature on the theme. The study is organized in two stages. In the first, a qualitative approach was adopted, involving semi-structured and in-depth interviews with leaders – Under Secretaries – working in the government of the State of Rio de Janeiro (Brazil). The second stage adopted a quantitative approach, with a questionnaire applied to female managers working at the State Secretariat of Finance and Planning of Rio de Janeiro. As a result, it appears that women still suffer from prejudices and barriers associated with male codes of professional advancement. However, most women indicate no direct prejudice, claiming that they have grown and reached strategic positions on their own merits.

[view paper \(if available\)](#)

Accounting for Demographic and Salary Changes among Business School Faculty

Author: **Kevin M. Kniffin**; Cornell SC Johnson College of Business

Author: **Andrew Hanks**; Ohio State U.

This article examines patterns of change among Business and non-Business PhD cohorts in the

announced by China's non-state-controlled listed firms from 2009 to 2018. The result showed that, for non-state-controlled firms, more state-owned equities facilitated CBA completion. However, this relationship became weaker when the target firm was publicly listed, in a high-technology industry, and located in a more developed institutional setting. The findings imply that state ownership is a mixed blessing for the CBAs of non-state-controlled firms.

[view paper \(if available\)](#)

Internationalization of State-Owned Enterprises from Transitioning Economies (WITHDRAWN)

Author: **Pavlina Jasovska**; U. of Technology, Sydney

Author: **Quyen Thao Dang**; U. of Technology, Sydney

Author: **Ying (Joy) Guo**; Shanghai U. & U. of Technology Sydney

Author: **Hussain Gulzar Rammal**; U. of Technology, Sydney

Using the economic theory of the State and the resource-based view, we examine the role of the home country context in the internationalization process of state-owned enterprises (SOEs) from three transitioning economies (the Czech Republic, Slovakia, and Vietnam). While the literature has highlighted that strategies of SOEs are embedded in home country settings, little is known about how state capitalism shapes cross-border activities of state-affiliated multinationals. We propose a model to explain the types and degree of state involvement in SOEs' internationalization and discuss the various drivers of internationalization activities of SOEs from the three economies at different stages of transition.

[view paper \(if available\)](#)

Cross-Border Acquisition Performance of EM MNEs: The Moderating Role of State-Ownership & Performance

Author: **Vijay Edward Pereira**; Khalifa U., Abu Dhabi, UAE

Author: **Shlomo Yedidia Tarba**; U. of Birmingham

United States as well as comparisons across Business subfields. By drawing upon responses to the Survey of Earned Doctorates, we track changes in the backgrounds of doctoral graduates and find a trend over the past 20 years towards more gender, ethnic, and citizenship diversity. We also find that PhD cohorts in Business opt for Industry employment at approximately the same rate as non-Business PhD cohorts while very few pursue "postdoc" employment. We show substantial differences whereby Business salaries tend to be diverging towards nearly twice the income paid to non-Business doctoral graduates and – among the Business subfields – we find a wide range with Accounting earning the highest wages and Human Resources being paid the lowest. Our findings suggest that Business School faculty are not paid relatively high wages due to private-sector competition as is conventionally assumed; instead, it seems plausible that the salary differential exists partly to compensate for the typically higher wages earned by the non-PhD graduates that business schools train. Alternate explanations include the possibility that their current Business School faculty salaries are the unsustainable result of runaway competition among schools. Greater awareness and exploration of the types of patterns that we report offers important baselines for (prospective) PhD students and their advisors. NOTE: The use of NSF data does not imply NSF endorsement of the research, research methods, or conclusions contained in this report.

[view paper \(if available\)](#)

Gendering Sustainability in Management Education: An Advance on Integration

Author: **Jorge Alexis Arevalo**; William Paterson U.

Gender issues have been well conceptualized in feminist organization studies. However, gender research has had limited practical effects, in part because it has not been well conceptualized in the sustainability in management education (SiME) scholarship; nor has it been properly incorporated in business curricula. I argue that given the persistence of discrimination, segregation, sexual oppression, inequality, and lack of empowerment of women (to name a few...), mandatory gender

This paper draws on the resource-based view and organisational learning theory to analyse the moderating role of state ownership and acquisition experience for firm performance of emerging market multinational enterprises (EMNEs). We contribute to the evolving literature on state-owned EMNEs by identifying various post cross-border acquisition (CBA) strategies, which differ in their impact on performance compared with privately owned EMNEs. We test our hypotheses using panel regression analysis on a large firm-level dataset spanning 43 emerging markets over the period 2006-2015. Overall, our findings indicate an inverted U shape relationship between diversification through CBAs and firm performance. More specially, this concave relationship is greater in the case of diversification that occurs in developed countries (DCs) compared with diversification in emerging markets (EMs). Furthermore, these relationships are moderated, albeit at different levels, by state-ownership and the EMNE acquisition experience both in the domestic and foreign markets.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

education is needed to equip management students as they enter diverse and equal opportunity working environments. Integrating SiME and Feminist Organization literatures, I develop a multi-dimensional framework for conceptualizing gender studies in the classroom. I also propose a three-level model intended to leverage the institutional, organizational, and individual tensions for prioritizing gender integration in management and business education. To conclude the paper, I touch on a number of strategies for creating space in research and pedagogy for the critical engagement of gender debates in our educational programs.

[view paper \(if available\)](#)

The Role of Trainer Characteristics in Intern Sexual Harassment Training Effectiveness

Designated as a "Best Paper" for MED

Author: **Shannon Rawski**; U. of Wisconsin, Oshkosh

Author: **Emilija Djurdjevic**; U. of Rhode Island

Author: **Joshua Foster**; U. of Wisconsin, Oshkosh

Author: **Andrew Soderberg**; U. of Wisconsin, Oshkosh

Sexual harassment has received considerable attention in the United States over the last several years, as evidenced by the #MeToo movement. During this time, it has become evident that sexual harassment is an enduring issue across industries, posing serious problems for both employees and employers. As a result, both academics and practitioners have focused on ways to prevent it, with sexual harassment training emerging as popular solution. While the effects of training characteristics on sexual harassment training effectiveness have been discussed in both the academic and practitioner literatures, one critical training factor, trainer characteristics, which is likely to influence training outcomes, has received surprisingly limited attention. To address this, we focus on two training formats and investigate how two critical and organizationally controllable trainer characteristics, trainer biological sex and area of expertise, interact to influence training outcomes, and consider the mediating mechanism of perceived trainer integrity. This is done using sexual harassment training for student interns administered in a laboratory setting. Our findings

show that trainers with gender-incongruent expertise (e.g., female employment lawyers or male HR professionals) are penalized through trainees' lowered perceptions of trainer integrity, which in turn decrease sexual harassment training effectiveness, when training is text-based. This effect is neutralized in video-based training, however. Implications of these findings, for both academics and practitioners, are discussed.

[view paper \(if available\)](#)

The Intentions of Undergraduate Business Students to Someday be an Organization's Top Executive

Author: **David J. Flanagan**; Western Michigan U.

Author: **Timothy B Palmer**; Western Michigan U.

Organizations of all sizes and types rely on top executives to navigate their competitive environments and business schools play an important role in developing these future leaders. While attention has focused on building general leadership skills, we don't know enough about factors leading business students to consider someday becoming chief executives. This paper relies on Ajzen's (1991) theory of planned behavior to examine factors that promote, or impede such aspirations. Using a sample of 272 business students, we found that each of the model's constructs, behavioral beliefs, normative beliefs and control beliefs impact students intentions about someday becoming a top executive. Recognizing a concern that men are more likely than women to pursue top leadership positions, we conducted a follow-up study and discovered that the model's constructs fully mediate the impact of gender on CEO intentions. Our study found that women, on average, report lower intentions to become a top executive but this impact is explained by women reporting lower normative, control and especially behavioral beliefs regarding the top executive position. Implications for future research and business school faculty and professional staff are discussed.

[view paper \(if available\)](#)

MH

Revisiting the Historic Turn in Management Studies (session 1471)

Nearly two decades ago Clark and Rowlinson (2004) identified a distinct 'historic turn' in management and organizational studies. The implications of what a historic turn means for business, management, and economic analysis is still being debated. The papers in this session elaborate the concept of the historic turn with a range of empirical and theoretical analyses that extend the concept into such diverse areas as performativity, management teaching, and impact investing.

Form and Performativity in Organizational History Time and Space in Organizations

Author: **Mads Mordhorst**; Copenhagen Business School

Author: **Daniel Wadhvani**; U. of Southern California

While research on the “uses of history” in organizations and organizing has grown rapidly, relatively little attention has been paid to the role of “form” in the representation or exchange of historical knowledge. We argue that attention to form is essential to understanding the performativity of history because it imbues it with normative claims. The paper explores the role of form in both the production and exchange of history. Historical form, we show, imbues the representation of time and space with value judgments related to the essence of things and the futures that ought to be. And, form governs the social production of historical knowing by governing the practices related to exchange of historical knowledge. We contribute to the literature by not only bringing attention to role of form but also by demonstrating how the choice of form in historical representation and exchange is crucial to the skill involved in use of history in organizations.

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

OB

GDO

MOC

Broadening our Sight of Gender and Leader Emergence: New Considerations for Research and Practice (session 1490)

Research has highlighted the widespread disadvantages women face relative to men in emerging as leaders. While it is certainly true that such disadvantages exist, they may not be as universal as have previously been assumed. We suggest that better understanding situations when the gender-based disadvantages women face relative to men in emerging as leaders are reduced, eliminated, or reversed is critical both theoretically and practically. Theoretically, it enables us to develop a more nuanced and accurate view of the relationship between gender and leader emergence by shedding new light on the psychological processes underlying leader emergence, as well as their boundary conditions. Practically, such an understanding translates readily to actionable insights about how organizations can improve diversity in their leadership ranks. The four papers included in this symposium offer a broader perspective on the association between gender and leader emergence. Using a variety of research approaches, the papers consider gender in conjunction with important aspects of leader emergence such as charisma, information processing, behavioral claims and grants, and dominance/competence attributions. Importantly, the papers identify several instances where gender-based inequities in emergence are reduced. Following the presentations, Lisa Leslie, whose research has made seminal contributions to understanding and improving diversity in organizations, will comment on the papers and facilitate an interactive discussion with the audience.

[Cracking the Glass Ceiling: Information Processing in Female Leader Emergence](#)

The Forgotten History of Impact Investing: Broadening the Research Agenda along the “Historic Turn”

Author: **Isabelle Lescent-Giles**; Hult International Business School - San Francisco

Author: **Rob Barlow**; Hult International Business School

This paper challenges the “recency bias” found in most academic and practitioner literature on impact investing and explores early examples of impact investing in 19th and 20th Century England. Building on Suddaby (2016), it then proposes to re-contextualize and reframe impact investing using historical data, methods and theoretical frameworks drawn from ANTi-hist, evolutionary theory, rhetorical history and neo-institutionalism, around six major research gaps: (1) Selecting effective metrics to capture social impact; (2) Evaluating forms of governance for effectiveness and inclusivity; (3) Reassessing impact investors as innovators, disruptors and change agents; (4) Analyzing Impact investors as builders of carefully constructed narratives for self-legitimization; (5) Extending research into early forms of for profit/for social good investments beyond the UK and the US; and (6) Exploring political contexts and assumptions in the choice of private, public and private/public forms of social action. For each research gap, we identify a set of relevant questions for future research.

[view paper \(if available\)](#)

The ‘Historic Turn’ in Management Teaching? The Integration of History into Business Schools

Author: **Emily Buchnea**; Newcastle Business School, Northumbria U.

Author: **Nicholas Wong**; Newcastle Business School, Northumbria U.

Author: **John Wilson**; Newcastle Business School, Northumbria U.

The emphasis on a ‘historic turn’ in business and management literature in recent years has increased the visibility of business history amongst

Edward McClain Wellman; Arizona State U.

Jeffery LePine; Arizona State U.

Raseana Williams; Arizona State U.

Exploring the Micro-Dynamics of Claiming and Granting Leadership from a Gender Perspective

Sofia Schlamp; Vrije U. Amsterdam

Fabiola Heike Gerpott; WHU - Otto Beisheim School of Management

Tanja Hentschel; Amsterdam Business School, U. of Amsterdam

Niels Van Quaquebeke; Kühne Logistics U.

Leveraging Perceptions of Women as Leaders in Masculine Task Environments: The Power of Endorsement

Hans Van Dijk; Tilburg U.

Bertolt Matthias Meyer; Technische U. Chemnitz
Floor Rink; U. of Groningen

Can Charisma Counteract the Negative Stereotypes Towards Female Leaders?

Philippe Jacquart; EMLYON Business School

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

mainstream business and management scholars. Given this newfound attention, it is timely to redress the role history can play in business and management teaching. History can provide value to students and educators by offering a holistic picture of business processes through time. This paper suggests history feeds into a number of central teaching strands in business and management school and thus, should be incorporated in various way across modules. Using a sample of ten modules offered across subjects at Newcastle Business School at Northumbria University (UK), the authors propose that this can be achieved through the module learning objectives, which are tools that dictate the content and assessment of modules. By weaving history into lecture content through explorations of theory creation and application in various historical contexts, longitudinal case analysis, long-run global economic development, past strategy formation and implementation processes, students will get an appreciation for the complexity of business processes and how theory plays out in practice.

[view paper \(if available\)](#)

Origins of SWOT Analysis

Designated as a "Best Paper" for MH

Author: **Richard Puyt**; U. of Twente

Author: **Finn Birger Lie**; Jafin Invest SL

Author: **Frank Jan De Graaf**; Hogeschool van Amsterdam

Author: **Celeste P.M. Wilderom**; U. of Twente

The origins of SWOT Analysis is obfuscated in the literature. This paper fills that void and reconstructs its early development in context. The empirical basis of SWOT started in 1952 within the Lockheed's Corporate Development Planning Department. One of its thus far unknown pioneers, Robert Franklin Stewart, became the head of the Theory and Practice of Planning group at the Stanford Research Institute in 1962. In 1965, Stewart published the so-called SOFT Approach in a report that was used by many large companies worldwide. In it, he presented a logical set of steps (the so-called chain of reasoning) for corporate aim setting. First, stakeholders' values are to be collected by staff planners. Then "each manager considers for each of

his own activities"... "what must be done to safeguard the satisfactory in present operations;" "open de door to opportunities"; "fix the cause of faults" and "avert the threats to future operations." These value judgments are then transferred into senior management's direction-giving statements of corporate purpose. In 1967, SOFT evolved into: Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis). Stewart's participatory aim setting ideas have faded from our collective memory as well; they might fit perhaps the ideas propelled by the Opening Strategy movement.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OB

Counterproductive Behaviors at Work (session 1480)

Workplace Deviance: A Systematic Literature Review and Future Agenda

Author: **Mamoona Arshad**; Lahore U. of Management Sciences

Author: **M Abdur Rahman Malik**; Lahore U. of Management Sciences

Workplace deviance despite being a prominently studied dysfunctional behavior has lacked a synthesis of the field altogether. In order to fill this gap, the present study has attempted to club together a literature on workplace deviance to provide a way forward. For this, we systematically reviewed 269 articles. The results of the review highlighted that individual-level, group-level, and organizational-level factors push individuals toward workplace deviance. Results of the review also outlined various research gaps and opportunities such as the need to examine unexplored theoretical lenses, explore empirical and methodological advancements, and analyze missing intervening mechanism and boundary conditions. Interestingly, less studies address the consequences of WD, therefore an emphasis to inspect them in future is also raised.

OB

Diverse Methodological Approaches to Understanding Novel Work-Life Interface Questions (session 1475)

Decades of research have indicated that work and family are inextricably intertwined (e.g., Amstad, Meier, Fasel, Elfering, & Semmer, 2011). Despite numerous lessons learned from the robust work-life literature, there are surprisingly many neglected areas and questions left to be answered. Much of the work-life research fails to examine or account for theoretical paradigms as they apply to shifting workplace characteristics (e.g., globalization, team-based flat organizations, technology) and how this may be related to under-explored factors in the work-life sphere such as job overqualification and corresponding multi-level influences such as public policy (e.g., state law mandating paid family leave). The purpose of this symposium is to highlight work that utilizes novel theoretical lenses and advanced analytic approaches in order to further theoretical understanding of the dynamic interplay between work and non-work. Given that advancement in work-life theory can be achieved more readily by relying on multi-source, multi-level, and longitudinal or time-lagged data analyses, this symposium draws on two time-lagged studies, one examining the effects of the quality of home life relationships on work with consideration to job over qualification, and the other on the synergistic effects of bi-

view paper (if available)

Job Insecurity and Unsafe Behaviour: Exploring Curvilinear and Moderated Relationships

Author: **Tengfei Guo**; Henan U.

Author: **Sudong Shang**; Griffith Business School, Griffith U.

Author: **Minghui Wang**; Henan U.

Author: **Peter Yih-Tong Sun**; U. of Waikato

This study examines a curvilinear relationship between job insecurity and unsafe behaviour among coal miners. Drawing from conservation of resources theory, we develop and investigate an explanation for coal miners' reactions to job insecurity based on their allocation of psychological resources at different levels of job insecurity. By using three-wave longitudinal data from 209 coal miners in northern China, we find support for the U-shaped relationship between job insecurity and unsafe behaviour. That is, coal miners' unsafe behaviour gradually decreases when they perceive a level of insecurity in their jobs, but beyond a certain point, their unsafe behaviour increases. Furthermore, we find that psychological detachment, but not self-control, moderates the curvilinear relationship, such that coal miners with higher psychological detachment exhibit less unsafe behaviours. We also discuss the theoretical implications of this study on job insecurity and unsafe behaviours, and the practical implications for organisations in the coal mining industry.

view paper (if available)

The Perils of Perfectionism: A Stress Lens on Self-Oriented Perfectionism and Workplace Cheating

Author: **Kaili Zhang**; East China U. of Science and Technology

Author: **Xinxin Li**; Antai College of Economics and Management, Shanghai Jiao Tong U.

As workplace cheating can cause numerous costs for organizations, it is imperative to understand what drives employees' cheating behavior. Adopting stress theory as an overarching framework, we examine why and when self-oriented perfectionism

directional work-family enrichment on job outcomes that are increasingly relevant due to a shifting focus on team work in organizations (OCBs). Another study examines the multi-level influence of public policy on the link between work-life conflict and individual job and well-being outcomes. The final paper examines the within-person day level effects of family supportive supervision on job satisfaction via the effect it has on employee perceptions of supervisor responsiveness.

The Link Between Overqualification and Family-to-Work Cross-Domain Effects

Nicholas Anthony Smith; Portland State U. & Quinnipiac U.

Leslie Hammer; Portland State U.

Cynthia Mohr; Portland State U.

Positive Spillover Between Family & Work: Impacts on Work Outcomes Through Job Affective Well-Being

Hyun Jung Lee; Washington State U. Vancouver

Tahira M. Probst; Washington State U. Vancouver

National Work-Family Policies: Multilevel Effects on Employee Reactions to Work/Family Conflict

Erica Bettac; Washington State U. Vancouver

Tahira M. Probst; Washington State U. Vancouver

Daily Supervisor Support for Work and Non-Work, Supervisor Responsiveness, and Job Satisfaction

Luke Mahoney; Portland State U.

Leslie Hammer; Portland State U.

Todd Bodner; Portland State U.

Cynthia Mohr; Portland State U.

Asynchronous

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

motivates workplace cheating behavior. Integrating the conservation of resource theory and the self-protection model of workplace cheating, we propose that self-oriented perfectionism may lead to cheating by eliciting stress. Moreover, we examine work overload and supervisory support as contextual factors that strengthen and weaken the indirect effect of self-oriented perfectionism on cheating, respectively. A time-lagged survey study of 381 employees supported our model. This study enriches our understanding of how personality and work context may interactively induce unethical behavior.

[view paper \(if available\)](#)

Instrumental Counterproductive Work Behavior (CWB): Measurement and Evidence of Multiple Motives

Author: **Seth Smart**; Oklahoma State U.

Author: **Lindsey Greco**; Oklahoma State U.

Author: **Sheryl Walter**; Indiana U. - Kelley School of Business

Many theories explain counterproductive work behavior (CWB) as a reactionary response to negative stressors at work. The rationale is that stressors cause negative affect states, leading employees to want to strike out at a target (i.e., the organization, coworkers or supervisors) to buffer or reduce negative emotional states. However, there is some evidence that CWB can occur for other reasons. So-called instrumental CWB is different from reactive forms of CWB in that it is premeditated, calculated, and the employee's intent is some goal other than an intent to harm. For example, an employee may make fun of coworkers, not with the intent of harming those coworkers, but rather because making fun of others is seen as an acceptable form of interacting with others and the intent is to create stronger social bonds. Building on previous research, we define and develop a measure for four instrumental motives for CWB: two social motives: (1) affiliation and (2) conformity, as well as two self-enhancement motives: (1) status gain and (2) tangible resources. Hierarchical regression analysis showed that instrumental motives explained additional variance in both counterproductive work behavior aimed at

individuals (CWBI) and at the organization (CWBO) over reactive motive for CWB.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Diversity and Creativity (session 1481)

Gender Differences in Responses to Organizational Creativity Pressure: The Mediating Role of P-O Fit

Author: Hye Jung Eun; Singapore Management U.

Author: Roy Yong Joo Chua; Singapore Management U.

Creativity is increasingly valued at the modern workplace and many organizations have increased pressure for employees to perform tasks creatively. Yet, researchers have neglected the importance of studying how employees respond to the pervasive creativity pressure at the workplace. This paper introduces the concept of “organizational creativity pressure” and differentiates the concept from other similar constructs. In addition, using gender self-schema theory (Ruble & Martin, 1998) and Person-Organization fit theory (Chatman, 1989), we extend prior research on gender and creativity to examine gender differences in experienced P-O fit and burnout when working for organizations with high creativity pressure. A large-scale field survey and an experimental study involving working professionals provide evidence that women tend to experience more burnout than men when working for organizations with high creativity pressure and a lower level of P-O fit among women explains this relationship. Our research suggests that women’s own reactions to organizational creativity pressure may in part contribute to the persistent gender gap in fields marked by creativity and innovation.

[view paper \(if available\)](#)

OB

CM

MOC

Ethics in Organizations: Leveraging Organizational Practices to Promote Ethics (session 1488)

Promotion Framing, Moral Elevation, and Positive Reactions to Ethical Voice

Anjier Chen; Pennsylvania State U.

Linda K Trevino; Pennsylvania State U.

CSR Activities Aligned with Core Business Promotes Employees’ Attributions of Morality & Commitment

Jimin Lee; UC Irvine

Christopher Bauman; U. of California, Irvine

Hired Through Your Network? Don’t Come To Me For Help! Employees’ Reactions to Informal Hiring

Teodora Tomova; NYU Stern

Rellie Rachel Derfler; U. of Maryland

Checked and Balanced: The Role of Group Faultlines in Ethical Decision Making

Jihyeon Kim; U. of Illinois at Urbana-Champaign

Yekaterina Bezrukova; U. at Buffalo, The State U. of New York

Erzhuo Wang; U. at Buffalo, The State U. of New York

Denise Lewin Loyd; U. of Illinois at Urbana-Champaign

Chester S. Spell; Rutgers U., Camden

Hisham Said; Santa Clara U.

Organizational Misfits as Creative Agents of Change: The Case of Pracademics

Author: Alice Lam; U. of London

The experience of 'misfit' between individuals' professional identities and work roles or work contexts is common in inter-role or inter-professional career transitions. Responses to identity threat arising from such misfit have often been framed in terms of attempts to minimize their negative consequences and maladaptive outcomes at the individual level. Less attention has been paid to the organizational outcomes of career actors' efforts to overcome misfit and their role as creative agents of change. This study examines how problematic identity dynamics associated with misfit motivate the shift towards the development of positive identities and induce change-oriented agency. It builds on theory of positive identity construction and the notion of identity work as a form of embedded agency. The empirical study looks at a group of 'pracademics' whose career trajectories deviate from the prototypical patterns in academia. It examines the identity work strategies that these people undertake to overcome misfit and construct a positive sense of their professional selves in career transitions. The analysis reveals the dynamic interplay between positive identity construction and micro- acts of creative agency. It distinguishes two identity work strategies: 'hybridization' and 'positive distinctiveness', which provide different pathways to identity positivity and disrupt knowledge boundaries and established work practices in different ways. The study contributes to the positive organizational scholarship literature and advances our understanding of identity work as an agentic and inherently creative human endeavour.

[view paper \(if available\)](#)

Diversity and Creativity Across Levels: A Multilevel Literature Review and Future Research Agenda

Author: Andreas Stefan Hundschell; LMU Munich
Author: Stefan Razinskas; Freie U. Berlin

In today's complex and dynamic business environment, the diversity in organizations, their teams, and even their individual employees has emerged as source of competitive advantage by

Transparency of Limitations: The Impact of Team Gender Diversity on Transparency and Team Performance

Isabel Villamor; George Washington U.

Hannah Kremer; George Washington U.

Margaret Ormiston; George Washington U.
Asynchronous

PRACTICE

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

being a key predictor of creativity at different hierarchical levels. However, the relationship between diversity and creativity at and across the individual, team, and organizational levels remains under debate despite an ongoing scholarly interest. In this paper, we address and advance this debate by conducting a comprehensive multilevel review of 94 empirical studies exploring the effect of diversity on creativity. Following a levels-of-analysis structure to categorize the extant literature, we provide a systematic overview of empirical work on the different effects that numerous diversity attributes have on creativity at the respective hierarchical levels. Derived from this multilevel review, we offer a future research agenda that is intended to advance the current literature on this topic. More specifically, we highlight the importance of investigating the interaction effects of multiple diversity attributes and conducting multilevel studies for an improved understanding of the complex and therefore still puzzled relationship between diversity and creativity.

[view paper \(if available\)](#)

The Curvilinear Relationship between Team Informational Faultlines and Creativity

Author: **Jin Yao**; Xi'an Jiaotong U.

Author: **Wenxin He**; Xi'an Jiaotong U.

Academic research concerning the functionality of informational faultlines has produced mixed results. In order to reconcile the mixed findings in prior research and enhance our understanding of the effects of team informational faultlines, this research adopts and builds on a social information processing (SIP) perspective to explicate and test a theory focusing on the influence of team informational faultlines on team creativity. Using multisource and longitudinal data collected from 85 work groups, we reveal a significant curvilinear relationship between team informational faultlines and team creativity. Moreover, we identify team humble leadership as a boundary condition of the relationship above, such that the inverted U-shaped relationship is weakened in teams with high levels of humble leadership. Our study reveals the “double-edged sword” effect of informational faultlines and provides a new perspective to understand the

influence of team faultlines. Lastly, we discuss theoretical implications, limitations and possible directions that worth further exploration.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

MOC

Evaluating Creativity: How Ideator and Evaluator Characteristics Shape Evaluations of New Ideas (session 1492)

Creativity is essential for organizational innovation, performance, and survival. Consequently, research interests in creativity and innovation have rapidly increased over the past decades. The bulk of these research efforts have been dedicated to studying the creative idea generation stage. Despite calls for research, however, studies on the succeeding creative idea evaluation stage remain scarce. Most studies that have been conducted demonstrate that idea evaluation is not an entirely rational cognitive process, which has critical implications for our ability to forecast groundbreaking innovations. Indeed, good ideas are often rejected and mediocre ideas selected, thereby disturbing the innovation process that is so crucial for organizational performance and survival. Accordingly, to ensure a smooth transition from creativity to innovation, it is crucial to more elaborately study the idea evaluation stage of creativity. By means of the presentations and discussion in this symposium, we aim to increase our understanding of idea evaluation.

Status and Idea Evaluation: An Alternative Explanation for the Bias in Favor of Men

Jack Anthony Goncalo; U. of Illinois at Urbana-Champaign

Michelle Duguid; Cornell U.

Lillien M. Ellis; Cornell U.

(Anti-)Egalitarianism Influences Openness to Ideas from High-Status Versus Low-Status Creators

OB

CM

HR

Frontiers of Social Hierarchy Research: Dynamics in Teams and Organizations (session 1487)

Examining Four Antecedents of Status Conferral and Influence

Nicholas Hays; Michigan State U.

Steven Blader; New York U.

Ya-ru Chen; Cornell U.

Educational Status Incongruence in Teams and Outsiders' Perceptions and Investment

Huisi Li; Georgia Institute of Technology

Succeeding at the Top: A Micro-foundational IPO Approach to High-Power Group Functioning

John Angus Hildreth; Cornell SC Johnson College of Business

The Highs and Lows of Hierarchy in Multiteam Systems (WITHDRAWN)

James Garrett Matusik; U. of Georgia

Rebecca Mitchell; Michigan State U.

Sean Barrett Fath; ILR at Cornell

Nicholas Hays; Michigan State U.

John R. Hollenbeck; Michigan State U.

Bryan Cornfield; Eli Broad School of Business, Michigan State U.

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

Brian J. Lucas; Cornell U.
Lillian M. Ellis; Cornell U.

Why Do Lay People Perceive Ideas to be Creative?

Shiyu Yang; U. of Illinois at Urbana-Champaign
Jeffrey Loewenstein; U. of Illinois at Urbana-Champaign

Attachment to New Ideas: A New Perspective of Idea Evaluation

Moran Lazar; Technion - Israel Institute of Technology
Ella Miron-Spektor; INSEAD
Jennifer Mueller; U. of San Diego

Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Generational and Cultural Value Differences (session 1485)

The Bamboo Ceiling of Leadership Attainment in the United States

Author: **Jackson Lu**; MIT Sloan School of Management
Author: **Richard Nisbett**; U. of Michigan, Ann Arbor
Author: **Michael W. Morris**; Columbia U.

Asians appear disproportionately under-represented in leadership positions in the U.S., a problem called the “Bamboo Ceiling.” It remains unclear why this problem exists and whether it applies to all Asians. To investigate its mechanisms and scope, we compared the leadership attainment of the two largest Asian subgroups: East Asians (e.g., Chinese) and South Asians (e.g., Indians). Across nine studies (N=11,030) using mixed methods (archival analyses of S&P CEOs, field surveys, MBA leader elections, experiments), East Asians were less likely than South Asians and Whites to attain leadership positions, whereas South Asians outperformed Whites. To understand why the Bamboo Ceiling exists for East Asians but not South Asians, we examined three categories of mechanisms—prejudice (inter-group), motivation

OB

Leadership and Follower Well-Being (session 1479)

Transformational Leadership, Personality, and Followers’ Stress and Well-Being: A Multilevel CFA (WITHDRAWN)

Author: **Hallvard Føllesdal**; BI Norwegian Business School

Mixed findings have been reported regarding the factor structure of transformational leadership scores from the Multi-Factor Leadership Questionnaire (MLQ 5X). No known studies, however, have yet assessed the factor structure taking into consideration their hierarchical nature, which may lead to incorrect conclusions about the factor structure and the subdimensions’ relationship with other variables. The present study used Multilevel Confirmatory Factor Analysis (MCFA) to assess the factor structure and the subdimensions’ differential relationships with leaders’ personality, and followers’ stress, well-being, and personality. Norwegian executives (N = 111) were rated by followers (N = 490) on transformational leadership. A MCFA provided best fit for a model with four correlated factors on the within-group level and three correlated factors on the between-group level. The subdimensions of MLQ 5X were differentially

(intra-personal), and assertiveness (inter-personal)—while controlling for demographics (e.g., birth country, English fluency, education). Analyses revealed that East Asians faced less prejudice than South Asians, and were equally motivated by leadership roles as South Asians. However, East Asians were lower in assertiveness, which consistently mediated the leadership attainment gap. Overall, East Asians hit the Bamboo Ceiling because their low assertiveness is incongruent with American norms concerning how leaders should communicate. The Bamboo Ceiling is not an Asian issue, but an issue of cultural fit.

[view paper \(if available\)](#)

Leader-Follower Agreement on Paternalistic Leadership: A Cross-Cultural Investigation

Author: **Zahide Karakitapoglu Aygun**; Bilkent U.

Author: **Lale Gumusluoglu**; Bilkent U.

Author: **Alper Erturk**; GISMA Business School

Author: **Terri A Scandura**; U. of Miami

This study investigates how leader-follower agreement on two dimensions of paternalistic leadership (i.e., authoritarianism and benevolence) influence quality of communication experience with the leader across three countries: Taiwan, Turkey, and the U.S. We also examine the mediating role of quality of communication in linking agreement on paternalism to subordinate performance (i.e., in-role and extra-role performance). Our sample consisted of 674 Taiwanese, 409 Turkish, and 294 American employees and their leaders. For benevolence dimension, the highest quality of communication was reported for in-agreement/high leaders, second highest for under-estimators, third highest for in-agreement/low and the lowest for over-estimators, regardless of culture. However, agreement on benevolence was more important in Turkey and the U.S., as compared to Taiwan in predicting the quality of communication with leaders. Authoritarianism dimension, a negative leadership style, revealed more variability across countries suggesting that not only leader-follower agreement per se, but also the nature of leadership under question is important. Quality of communication experience was found to be a significant mediating mechanism in all three countries.

related to leaders' personality and empathy; and to followers' stress, affective well-being, and personality. Two-level Monte Carlo studies were conducted to assess the stability of parameters and determine power on the between-group level.

[view paper \(if available\)](#)

The Future is Yet to be Told: The Promise of Combining Visionary Leadership with Storytelling (WITHDRAWN)

Author: **Martin Buss**; U. of Potsdam

Although there is a voluminous literature on the broader construct of transformational leadership, there are few and decidedly mixed findings on the effects of the more circumscribed dimension visionary leadership. Prior research indicates that it may not only matter whether or not leaders engage in visionary communications, but also how they do it. For example, are there rhetorical tools that enhance the effectiveness of visionary leadership? In a three-wave, two-source field study of 148 teams, we examined the idea that storytelling augments the effects of visionary leadership on team efficacy and, in turn, team performance. Results confirmed that, as hypothesized, visionary leadership was more strongly positively related to both team efficacy and team performance when storytelling was high, rather than low. Moreover, team efficacy mediated the interactive effects of visionary leadership and storytelling on team performance. We discuss the theoretical and managerial implications of these findings.

[view paper \(if available\)](#)

The Effects of Leader Microbreaks on Transformational Leadership and Follower Job Satisfaction (WITHDRAWN)

Author: **Sooyeol Kim**; National U. of Singapore (NUS)

Author: **YoungAh Park**; U. of Illinois at Urbana-Champaign

Integrating affective events theory and the "emotion as social information" model, the study tests the crossover effects of leaders' microbreaks to explain how microbreaks influence not only the actors themselves but also their followers. An experience

[view paper \(if available\)](#)

Social Class, Nature of Work, and the Age of Significant Contribution

Author: **Anurag Gupta**; London Business School

The current research theorizes and tests a mechanism that can disadvantage the individuals from lower social class. We build on the research on differences in models of agency based on social class to argue that individuals are more likely to select certain types of work and this can affect the age of significant contribution. Lower social class individuals will choose experimental work and make a significant contribution later whereas higher social class individuals will choose conceptual work and make an early contribution. As our social institutions reward early achievement, individuals from lower social class can be disadvantaged. We test our hypotheses in an archival study of Nobel Prize winners from 1993-2017 in three fields-physics, chemistry and economics- and find support for them. These results suggest that we need to examine the choice of work as a possible mechanism in perpetuating inequality.

[view paper \(if available\)](#)

Generational Differences in Work Values: Moderating Effect of U. S. States' Liberalism-Conservatism

Author: **Hilla Peretz**; ORT Braude College

Author: **Ariel Levi**; Wayne State U.

Author: **Yitzhak Fried**; Texas Tech U.

Generational differences in work values have received significant attention in recent years. Researchers have focused most intensively on generational differences in the U.S., with particular emphasis on the differences between Millennials and other generations. In addition, researchers have typically assumed that generational differences will hold true across the country as a whole, and have thus neglected the possibility that such differences may vary as a function of geographical region or cultural variables within the country. In this paper,

sampling method was used to collect three daily surveys from 118 leader-member dyads (236 employees) for five workdays (n = 511 observations). Multilevel path analysis showed that on days when leaders took more morning microbreaks at work, they had higher levels of state positive affect in the afternoon, which in turn was linked to greater transformational leadership behavior (as reported by followers) as well as better followers' job satisfaction in the afternoon. Overall, the findings suggest that leaders' microbreaks can be positive affective events for both leader and follower. Importantly, leader-member exchange (LMX) moderates (strengthens) the indirect effects of leader microbreaks on the two dependent variables via the leader's increased positive affect. The indirect effects of leader microbreaks on transformational leadership behavior and follower job satisfaction via the leader's positive affect appear to be much stronger for employees in a high LMX condition than for employees in a low LMX condition. Theoretical and practical implications, limitations, and future research directions are discussed.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

we address this gap by investigating generational differences in work values as a function of U.S. state political environment. We propose that the prevailing ideology of U.S. states, along a liberal-conservative dimension, moderates the relationship between generation and work values. We collected data from 960 GenX and Millennial employees from four clearly liberal and four clearly conservative states, selected on the basis of the 2016 election results. As hypothesized, multi-level analysis revealed that differences between GenX and Millennial employees were found only in liberal states. Specifically, in liberal states, cognitive values (e.g., creativity, challenge) were significantly higher among Millennial employees, and instrumental values (e.g., benefits, job security) were significantly higher among GenX employees. In contrast, these differences were not significant in conservative states. We highlight the theoretical and practical implications of our findings and suggest avenues for future investigation.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Learning from Failure (session 1482)

Perfectionists, Laid-Backs, or a Mix of the Two: Which Team Composition Benefits Failure Learning?

Author: Thorsten Semrau; U. of Trier

Author: Kathrin Burmann; U. of Trier

The present study elaborates on how conscientiousness composition contributes to explaining whether teams learn from collective failure experiences. Specifically, we combine ideas from the team personality and failure learning literatures to develop hypotheses on how team mean conscientiousness and team conscientiousness diversity contribute to explaining team failure learning. We test our hypotheses based on archival and complementary survey data for a sample of 85 store teams from 20 different bakery

OB

HR

MOC

New Directions in Understanding the Dynamics of Helping at Work (session 1491)

An Examination of Newcomer Helping Behavior in Reaction to Veteran Helping Norms

Katrina Jia Lin; Hong Kong Polytechnic U.

Wei Wu; Hong Kong Polytechnic U.

Ying Xia; Nanjing U.

Kun Yu; Renmin U. of China

Peter Bamberger; Tel Aviv U.

Returning the Favor: Examining Reciprocation of Help Received

Lauren Rachel Locklear; U. of Central Florida

Steven Whiting; U. of Central Florida

companies. In line with our theoretical arguments, the results reveal that teams are more likely to learn from failure experiences when a medium rather than low or high level of team mean conscientiousness is present. Moreover, we find that teams are more likely to learn from failure for subsequent performance when team conscientiousness diversity is low rather than high. We discuss the implications of our study for research on failure learning and team personality and derive practical implications.

[view paper \(if available\)](#)

What Leadership Feels Like: The Aesthetics of Leadership Success and Failure

Author: **Lindsey Duke**; Texas Tech U.

Author: **Hans Hansen**; Texas Tech U.

Author: **Steven S. Taylor**; Worcester Polytechnic Institute

Little is known about what leadership success or failure feels like for leaders, or how they come to define their leadership experience as successful or not. This study uses the aesthetic perspective of leadership to examine how it feels to succeed and fail at leadership from the viewpoint of leaders. We began with a study of the emotions related to leadership experiences. Qualitative data from 64 leader reflections provided valuable insights about leaders' sensory perceptions, connections, and responses their leadership experiences. Our data revealed that it is not emotions that influence leadership success or failure, but rather, the leader's actions or inaction in response to a leadership experience. We seek to extend leadership research by presenting an inductive model of the aesthetics of leadership success and failure.

[view paper \(if available\)](#)

How Leaders Could Help: A Mediated Moderation Model Promoting Employees to Learn from Failures

Author: **Qiwei Zhou**; Beijing U. of Chemical Technology

Author: **Fangcheng Tang**; Beijing U. of Chemical

Mark G. Ehrhart; U. of Central Florida

Better to Give than to Reciprocate: Status Conferrals and the Norm of Reciprocity

Alisa Yu; Stanford U.

Frank Flynn; Stanford U.

Giving More than You Get: An Information Processing Model Explaining Under-Reciprocated Helpers (WITHDRAWN)

Anna Maria Zabinski; Oklahoma State U.

Kris Byron; Georgia State U.

Diane Bergeron; Case Western Reserve U.

The Nature and Implications of Citizenship Crafting in Organizations

Thomas Keleman; U. of Oklahoma

Mark C Bolino; U. of Oklahoma
Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Technology

Author: **Shuting Xiang**; Southwestern U. of Finance and Economics

In the rapid changing business world, employee learning from failures is of great importance for pursuing long-term sustainable development. Integrating the Self-Determination Theory and the classic two-dimensional leadership framework, from the leadership perspective, we theorized how leaders could promote employees to learn from failures, and further investigated its underlying mechanism. We designed a two-wave survey and collected data from 467 employees all over China. This paper theorized and the results indicated that: (a) Leadership consideration increased employee learning from failures; (b) Leaders providing employees with a psychological safety environment by consideration per se is not supportive enough under the difficult situations of failures. Notably, clear guidance and instructions of initiating structure should be delivered as well. Thus leadership structure positively moderated the relationship between leadership consideration and employee learning from failures; (c) Employee intrinsic motivation mediates the interactive effect of leadership consideration and leadership structure on learning from failures. Overall, the mediated moderation model contributes to the experiential learning literature by showing how the seemingly paradoxical leaderships could enhance each other in increasing employee learning from failures. Our research provides important implications for both theory and practice. Limitations and future directions are also discussed.

[view paper \(if available\)](#)

When Others are Watching: Visibility and Appointment of Women to Precarious Leadership Positions

Author: **Max Reinwald**; U. of Konstanz

Author: **Johannes Zaia**; U. of Konstanz

Author: **Florian Kunze**; U. of Konstanz

Women remain underrepresented in top management teams with only little progress made during recent years. An explanation for the relatively stable underrepresentation of women is the glass

cliff hypothesis which suggests that women are more likely than men to be appointed to leadership positions in crisis firms, resulting in a higher risk of failure for female leaders. However, mixed support for the glass cliff hypothesis has been found. By integrating theory on gender stereotypes with signaling theory we draw attention to the importance of signaling consideration in staffing and propose that a glass cliff appears most likely when the firm is highly visible. In line with our prediction, we find in a sample of over 9,500 top management turnovers in US companies over a ten year period a small direct effect of crisis on female leadership. The effect is modified by the extent to which a firm is subject to public visibility, as crisis firms are only more likely to appoint women to top management positions when the firm is highly visible in public. Notably, the results are robust when matching and instrumental variable techniques are used to deal with potential endogeneity issues.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

GDO

CM

New Insights on the Gender Gap in Negotiation, Competition, and Career Choices (session 1489)

The Effect of Dyad Gender Composition on Negotiation Behaviors

Anyi Ma; Duke U.

Estelle Archibold; Case Western Reserve U.

The Dynamics of Gender and Alternatives in Negotiation

Jennifer Dannals; Tuck School of Business at Dartmouth

Julian Jake Zlatev; Harvard Business School

Nir Halevy; Stanford U.

Margaret A. Neale; Stanford U.

OB

Nontraditional Studies of Leadership (session 1483)

Does Paternalistic Leadership Style Really Exist? Evidence from Three Chinese Samples

Author: Chi-Sum Wong; Chinese U. of Hong Kong

Author: Junban Lan; Sun Yat-Sen U.

Author: Joyce S. Iun; Chinese U. of Hong Kong

Author: Peng Zhengmin; Hong Kong Shue Yan U.

Proponents of paternalistic leadership argue that a paternalistic leader is authoritative and at the same time, a benevolent and moral individual, and this style is effective in non-Western societies. However, past empirical studies consistently found that authoritarianism related negatively to benevolence, morality and job outcomes. We posit that the original proposed style probably does not exist, or at least not being a dominant style, in modern Chinese business organizations. Applying the Latent Profile Analysis method on three independent Chinese

Gender Role Mindsets: A Lens for Examining Who Can "Have It All"

Charlotte Townsend; UC Berkeley

Laura Kray; U. of California, Berkeley

Leaning In or Not Leaning Out? Opt Out Framing Attenuates the Gender Gap in Competition

Joyce He; U. of Toronto

Sonia Kang; U. of Toronto

Nicola Lacetera; U. of Toronto

Asynchronous

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

supervisor-subordinate samples, we have three important findings. First, authoritarianism ratings are much lower than ratings of benevolence and morality. Second, none of the identified profiles is high on authoritarianism, benevolence and morality at the same time. Third, leadership style with low authoritarianism, but high on benevolence and morality leads to the best employee outcomes. Implications are discussed.

[view paper \(if available\)](#)

A Metatheoretic Reconstruction of Collective Leadership Studies

Designated as a "Best Paper" for OB

Author: **Nicole Alexy**; Bundeswehr U. Munich

Over recent years, leadership scholars have become increasingly interested in the complex, dynamic and co-created nature of leadership. Even though most leadership scholars today agree that leadership is a collective achievement and not a function of a single leader, what this collective achievement exactly is, how it is accomplished and how it can be conceptualized is highly contested in contemporary collective leadership studies. This lack of conceptual consistency and clarity in collective leadership studies raises the question of how we can think and study collective leadership in the light of its conceptual plurality. The paper systematically reviews the collective leadership literature through a metatheoretic lens to surface the different metatheories of collective leadership that exist in contemporary collective leadership studies. The metatheoretic reconstruction identifies five metatheories: Collective Leadership as (1) Team Property; (2) System Property; (3) Discursive Practice; (4) Social Practice; and (5) Intersubjective Practice. As a result of this metatheoretic plurality, the paper argues that a metatheoretic inclusive research approach is needed to gain a holistic understanding of what the nature of collective leadership is.

[view paper \(if available\)](#)

Promoting Feedback Processes in Multicultural Teams: Avenues for Future Research

Author: **Catherine Gabelica**; IÉSEG School of Management

Author: **Vitaliy Popov**; U. of Michigan

Author: **Stephen Fiore**; U. of Central Florida

Feedback is critical to teamwork regulation, yet little is known about how feedback is perceived and processed in multicultural teams. We propose that feedback can be better understood through cross-cultural frameworks. This paper seeks to dovetail two streams of research, team feedback and cultural differences, to guide future research by: (1) showing how cultural dimensions could influence the perception and processing of feedback, and (2) providing propositions concerning culturally informed differences in specific feedback responses at individual and team levels.

[view paper \(if available\)](#)

The (in)Congruence Effect of Authoritative-Benevolent Leadership

Author: **Liqian Yang**; Renmin U. of China

Author: **Qian Zhang**; U. of Toronto

Author: **Hao Gong**; Rutgers U.

Author: **Yao Yao**; U. of Toronto

Drawing on the two-wave data of 336 employees, we adopt Latent Polynomial Regression and Response Surface Analysis to test the congruence/asymmetrical incongruence effect of authoritative and benevolent leadership on employees' thriving at work. Utilizing a paradox perspective, our results show that authoritative and benevolent leadership can be synergistically combined which enable leaders to manage these two contradicting roles in paternalistic leadership. We found that the congruence effect of authoritative and benevolent leadership on employees' thriving at work becomes greater than the sum of their individual impacts. Moreover, the most positive effects on leader-member exchange (LMX) is achieved at the simultaneous maximization of authoritative and benevolent leadership, rather than pursuing a balance or middle ground of the two leadership styles. Third, LMX mediates the impact of (in)congruence between authoritative and

OB

Power and Dominance (session 1484)

On the Nature of Power Motivation: A Meta-Analytic Review

Author: **Yi Wang**; Pennsylvania State U.

Author: **Cristina Theriault**; Pennsylvania State U.

Author: **Kenneth Levy**; Pennsylvania State U.

Author: **James M. LeBreton**; Pennsylvania State U.

As one of the most important human motivations in social interaction, power motivation reflects a concern for having impact on others or maintaining reputation and prestige. The present meta-analysis systematically reviewed the power motivation literature and derived meta-analytic estimates of the relationships between power motivation and a number of correlates (e.g., personality traits) and outcomes. Cumulating evidence from 365 articles (528 independent samples), this meta-analysis established a nomological network of both the explicit (i.e., conscious) and implicit (i.e., sub-conscious) aspects of power motivation. Results showed that the explicit and implicit power motivation are two independent constructs with a weak correlation with one another, and different patterns of relationships with other personal characteristics as well as work and life outcomes. We also showed that both explicit and implicit power motivation contribute meaningful variance in job performance and leadership effectiveness above and beyond the variance contributed by the Big-Five personality traits and intelligence. Our findings contribute to a better understanding on the nomological network of both explicit and implicit power motivation. Theoretical and practical implications of these findings and future directions are discussed.

benevolent leadership on employee thriving at work. Discussion and limitation are provided.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Snacking, Self Control, and Emotional Regulation (session 1478)

Want a Snack at Work? An Investigation of Mood Repair and Self-Control Perspectives

Author: **Linna Wan-Ling Chien**; Institute of Human Resource Management, National Sun Yat-sen U., Taiwan

Author: **Nai-Wen Chi**; National Sun Yat-Sen U.

Based on the mood repair and self-control perspectives, we develop an integrative model that explored the antecedents, mechanisms, boundary conditions, and consequences of snacking at work. To test our integrative model, we employed the experience sampling method to collect daily data twice (i.e., the afternoon and evening surveys) for two weeks, resulting in 1,286 matched daily responses from 180 fulltime employees. The results of multilevel path analyses showed that: (a) daily activating negative moods increase unhealthy snacking at work via enhanced hedonic motive, and employees' preference to eat palatable foods can strengthen such positive indirect effect; (b) although daily emotional job demands increase daily ego-depletion, the depleted states did not predict healthy snacking at work; (c) dispositional self-control capacity did not alter the strength of the self-control pathway to healthy snacking; (d) daily unhealthy snacking increases employees' subsequent positive moods, whereas healthy snacking increases their subsequent vigor.

[view paper \(if available\)](#)

[Team Member Interpersonal Emotion Regulation, Team Motivation, and Innovation](#)

view paper (if available)

Why Dominance Incites Deference: A Social Norms Account

Author: **Emily Reit**; Stanford Graduate School of Business

Author: **Deborah Gruenfeld**; Professor at Stanford U. Graduate School of Business

Behavioral displays of dominance are a widely documented antecedent to high social rank in both human and non-human species. Yet the reasons dominant actors incite deference in others are not entirely clear. In contrast to extant explanations that suggest the intent to defer is a direct effect of the dominant actor on the individual target, we predicted that the intent to defer to a dominant actor can also be caused by the indirect effect of a norm of deference that is evident in others' behavior. Specifically, we hypothesized that the targets of dominance assume, based on a norm of deference, that others respect dominant actors more than they do themselves, and that this assumption predicts the intention to defer over and above targets' direct perceptions of the dominant actor. Consistent with our hypotheses, the studies reported here show that, on average, individuals exhibit a self-other difference in status conferral judgments towards dominant actors such that they think others respect, admire, and esteem dominant actors more than they themselves do. Perceptions of others' status conferrals predicts the intent to defer to dominant actors above and beyond individuals' direct perceptions of dominant actors. Results document a novel pathway through which dominance incites deference, are indicative of the potential for pluralistic ignorance about the value of dominance in groups, and highlight the central role of social norms in hierarchical stratification and maintenance.

view paper (if available)

Threat or Opportunity? Leader Reactions to Employee Overqualification

Author: **Cangyan Li**; U. of hong kong

Author: **Yiwen Zhang**; U. of hong kong

Author: **Cristian Vasquez**; Alliance Manchester Business School, U. of Manchester

Author: **Hector Madrid**; Pontificia U. Católica de Chile

Author: **David Holman**; U. of Manchester

According to teamwork theories, team members' use of interpersonal emotion regulation, namely, behaviors that initiate, maintain, or change emotions in others, should influence team effectiveness. Drawing on this proposal, we hypothesize that the effects of team member interpersonal emotion regulation (TIER) on team performance occur through its effects on team motivation. Based on a sample of 392 cross-functional teams (N = 2071), our findings show a positive indirect effect of affect-improving TIER on team innovation through team approach motivation, and a negative indirect effect of affect-worsening TIER on team innovation through team avoidance motivation. These findings expand our understanding of interpersonal emotion regulation in teams by showing the processes through which team member interpersonal emotion regulation can facilitate or inhibit team effectiveness.

view paper (if available)

Feeding Your Faking: Understanding How and When Surface Acting Influences Eating After Work

Author: **Yu-Ching Wang**; National Sun Yat-Sen U.

Author: **Nai-Wen Chi**; National Sun Yat-Sen U.

Author: **Pei-Chi Chen**; National Sun Yat-Sen U.

In the present study, we incorporate the resource replenishment perspective to examine whether service employees' daily surface acting influences different types of eating behaviors after work via increased need for resource recovery. In addition, we also explore the moderating effects of two personality traits that are closely related to self-regulation in eating behaviors: body-esteem and impulsivity on the surface acting-eating behaviors linkages. Adopting the experience sampling method, we conducted a twice daily, 10-day daily study to capture the daily fluctuations in study variables. In total, 162 service employees participated in our daily survey, resulted in 997 valid matched daily responses. After controlling for alternative

Author: **Ying Zhang**; U. of hong kong

Research has shown that employee overqualification is a significant predictor of employee attitude, cognition and behavior in the workplace. However, scholars have yet to explore how supervisors react to perceived employee overqualification, and, in turn, modify their own leadership behaviors. This study adopts a leader-centric perspective that is novel to the overqualification literature, grounded in followership theory and the approach-avoidance framework. Specifically, we theorize and test a model in which leaders develop higher performance expectation when they perceive followers as overqualified and tend to exhibit more leadership consideration behaviors. Simultaneously, leaders also experience threat to their own status by the overqualified followers which results in leader ostracism. A field study of 334 employees and 102 supervisors at an information technology company provides general support for this model. Our findings with multilevel structural equation modeling analyses suggest that employee overqualification is positively linked to leader performance expectation which is positively linked to leader consideration, but overqualification is not linked to leader threat perception. However, when leaders' power relative to followers is higher, they are more likely to expect high performance from overqualified followers and less likely to perceive those overqualified followers as a threat. These findings signal the potential utility of examining leader-centric outcomes of employee overqualification.

[view paper \(if available\)](#)

Crafting My Territory in a Political World: A Proactive Approach to Organizational Politics

Author: **Liang Jian**; Tongji U.

Author: **Hui Chen**; School of Economics & Management, Tongji U.

Author: **Danyang Du**; School of Economics & Management, Tongji U.

To address the inconsistent findings about POPs in the literature, we used a human agency perspective to examine how employees take actions to craft

mechanism (i.e., coping motive for eating) in our model, the results of multi-level path analyses showed that: (a) for service employees with high body-esteem, their daily surface acting increases healthy eating and reduces unhealthy eating after work via need for resource recovery; (b) for service employees with low body-esteem, daily surface acting increases unhealthy eating after work due to increased need for resource recovery. Theoretical and practical implications for emotional labor and eating behavior literature are discussed.

[view paper \(if available\)](#)

You are What You Eat: How and When Healthy Eating at Work Cultivates Coworker Reactions

Designated as a "Best Paper" for OB

Author: **Trevor Watkins**; West Texas A&M U.

Author: **Amanda S. Patel**; Suffolk U.

Author: **Giselle Elaine Antoine**; U. of Washington, Seattle

To date, food consumption has been established as being integral to employees' physiological functioning. Whereas prior research uncovering the intrapersonal effects of food consumption is informative, consuming food at work may also affect employees on an interpersonal level. Drawing from consumption stereotype theory, we posit that eating healthy versus unhealthy food at work influences coworkers' perceptions of self-control of the focal employee, which subsequently impacts how coworkers treat the focal employee. Moreover, we postulate healthy eating climate as a boundary condition to the effects of healthy versus unhealthy eating. When there is a strong healthy eating climate, employees are less likely to be stereotyped based on what they eat. Overall, we broaden the scope of employee food consumption by explaining how it affects coworkers' perceptions and behaviors.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

their working environments as responses to POPs. Using survey data collected from 176 supervisor-subordinate dyads, we found that POPs were positively related to both task crafting and relational crafting. Task crafting mediated the effect of POPs on both opportunism and turnover intention, while relational crafting mediated the effect of POPs on task performance and opportunism. Further, the results suggest that the relationship between POPs and task crafting was stronger for employees with higher emotional intelligence, and the relationship between POPs and relational crafting was stronger for employees with low emotional intelligence. Both theoretical and managerial implications were discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Team Communication (session 1486)

When Teams are Caught in Discussion Circles: Introducing Team Rumination

Author: **Selina Stracke**; TUM School of Management, Technical U. of Munich

Author: **Kristin Knipfer**; Technical U. of Munich

This research introduces a new team-level construct, referred to as team rumination. Building on increasing attention of social forms of rumination, we propose that team rumination is a higher-order phenomenon that unfolds unique dynamics in the team context. We define team rumination as an ineffective attempt to make sense of a shared problem at work that the team perceives to be adverse and beyond its control. It is characterized by intrusive discussions, in which the team repetitively talks about the same aspects again and again, speculates about causes and consequences, shares negative thoughts and feelings, and mutually reinforces the problem talk. Team rumination is ineffective because the team uses up resources and cannot accomplish actual tasks while it does not produce a solution for the problem at hand. First, in performing a literature review on individual, co-

OB

Teams and Negative Work Behaviors (session 1476)

Examining the Effects of Team Cheating Configurations

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

Unethical behavior remains a persistent issue in groups and teams. To model unethical behavior at the team level, scholars tend to rely on consensus-based theorizing and methodology that emphasizes homogeneity in underlying member behavior. In this paper, we depart from this approach to introduce the concept of team cheating configurations, which take into account differentiation in the arrangement and level of individual member cheating behavior. Combining ethics research with principles of team emergent phenomenon, we first build theory around two specific forms of team cheating configuration: "bad apple" and fragmented. In turn, integrating social impact theory (Latané, 1981), we propose that these configurations are differentially associated with team relationship conflict and team creative performance; effects moderated by peer-based rational control. We tested our model using a sample of 522 employees of 94 teams across a

rumination, and collective rumination and conducting 13 semi-structured interviews with team members, we 1) established a conceptual definition of team rumination. Second, in applying a confirmatory factor analysis to a sample of 303 working adults, we 2) propose a 25-item measure of team rumination. Our research lays the groundwork for the empirical examination of this novel team phenomenon.

view paper (if available)

Does Pay Transparency Affect How Employees Bargain for Idiosyncratic Terms?

Author: **Man-Nok Wong**; Hong Kong Baptist U. / Lingnan College, Sun Yat-Sen U.

Author: **Wai-Yuan Leon Lam**; Hong Kong Polytechnic U.

Author: **Bonnie Cheng**; Hong Kong Polytechnic U.

This study investigates how pay transparency affects employees' desire to bargain employment conditions for themselves. Drawing from past research of pay transparency as well as compensating differentials theory, the authors propose that pay transparency affects employee i-deal requests via incentive pay compression. Hypotheses were tested in a sample of 111 medical device distribution firms located in China using multiple data sources. Results suggest that the positive impact of pay transparency on employee i-deals requests is largely explained by incentive pay compression, but only when firm collectivism is taken into consideration. Implications for theory and practice are discussed.

view paper (if available)

The Moderating Role of Geographic Dispersion Dimensions on Virtual Team Processes and Performance

Author: **Julia Elisabeth Hoch**; California State U., Northridge

Author: **Steve W J Kozlowski**; U. of South Florida

Author: **James H Dulebohn**; Michigan State U.

Using a multi-dimensional conceptualization of virtuality, we examined the moderating effects of virtuality facets on virtual teams using a sample of

dozen different industries. Our study advances research on unethical behavior in teams by developing theory and practical guidance for contexts where dispersion—as opposed to consensus—in member unethical behavior is present.

view paper (if available)

Economic Booms Prompt Sexual Harassment at Work

Author: **Nina Sirola**; Singapore Management U.

Author: **Margaret Lee**; Haas School of Business, UC Berkeley

Author: **Madan M Pillutla**; London Business School

Author: **Nilotpal Jha**; Lee Kong Chian School of Business, Singapore Management U.

Despite unprecedented economic growth and gender emancipation in recent decades, sexual harassment continues to be prevalent in organizations. This fact is puzzling given the dominant theoretical perspective of sexual harassment as a way for men to manage threat posed by women entering the workforce and competing for jobs, which suggests that sexual harassment should decrease with economic growth and should be least pronounced during prosperous times. We extend this traditional view, the job market perspective, with a novel theoretical model we develop, the mating-market perspective, which suggests that persistent sexual harassment during economically prosperous times might not be unexpected but rather a predictable (and, as such, manageable) product of an evolved mating-related psychological architecture. We argue that the state of the economy impacts not just career-related, but also mating-related motives, ultimately leading people to engage in more rather than less acts that can engender experiences of sexual harassment during more prosperous times. We find support for our model across two large-scale field studies (including almost 7,000 employees), which examined how actual experiences of sexual harassment relate to objective economic conditions across 450 U.S. counties, as well as an experimental replication. Our work extends the understanding of motivational underpinnings of sexual harassment and advances organizations' ability to predict and manage one of

40 globally distributed virtual teams. In addition, we examined the role of structural supports, transformational leadership, and team composition as inputs to virtual team (VT) processes and performance outcomes. Virtuality dimensions of team isolation and imbalance were found to moderate the relationship between input factors and virtual team processes, whereas spatial distance moderated the relationship between virtual team processes and virtual team performance. Implications of the results for managing virtual teams are discussed.

[view paper \(if available\)](#)

Transactive Memory Systems: A Dynamic, Compilational Perspective (WITHDRAWN)

Author: **Adam Arthur Roebuck**; U. of Connecticut

Author: **John Mathieu**; U. of Connecticut

Author: **Travis Grosser**; U. of Connecticut

Author: **Semin Park**; U. of Iowa

Transactive memory systems (TMSs) are associated with positive team outcomes due to their ability to allow members to expeditiously draw on expert knowledge while reducing the cognitive burden across members of the team. Despite links to positive outcomes, the TMS literature continues to make assumptions incongruent with its original patterned and dynamic conceptualization. Accordingly, we develop a network-based theory of TMS that incorporates both compilational and system dynamic perspectives, and focuses upon multi-dimensional patterns of members' interactions over time. We suggest that the accuracy of members' perceptions about their teammates' knowledge expertise informs the structural pattern of coordination at the team level. We then suggest that a lack of credibility or misaligned coordination ties may motivate members to seek alternative TMS pathways over time. By relying on the collective knowledge of the team, we suggest members can develop a differentiated structure where each member knows where to find expert knowledge and coordinate accordingly. Moreover, we introduce the concept of workarounds to the TMS literature. In doing so, we propose the TMS can maintain its benefits in light of disruptions to knowledge flows on the part of an expert.

the key workplace problems.

[view paper \(if available\)](#)

Why Peers Engage in Costly Control of Free Riding

Designated as a "Best Paper" for OB

Author: **Meike Birgit Wiemann**; U. of St. Gallen

Author: **Antoinette Weibel**; U. of St. Gallen

In knowledge-intensive teamwork, the control of free riding strongly relies on the team members themselves, since for supervisors, individual contributions to the team outcome are difficult to specify, monitor and enforce. However, peer control involves costs for the controller and likewise benefits other non-controlling team members, thus, constituting a second-order social dilemma. In this article, we study how this dilemma can be overcome. To this end, we examine the reasons why peers choose to engage in costly control. We first summarize the existing knowledge on reasons for costly control in the light of a theoretical model of decision-making in social dilemma situations followed by an empirical mixed-methods research design including both an inductive qualitative and a scenario-based quantitative study. The results support our theoretical assumption that costly control relies on the subjective utility peers attach to their control actions. Specifically, we find situational, norm-related and personality factors to affect such utility assessments. Among these factors, we find six to increase and one to decrease actors' perceived utility of peer control. Drivers are: (1) actors have a cooperative personality, (2) actors are achievement motivated, (3) actors are directly negatively affected by the free riding, (4) team performance suffers from the free riding, (5) an external problem solution is not foreseeable, and (6) free rider severely violates collaboration norms. Hinderer is: (7) actors have a conflict avoiding personality. Contrary to our hypotheses, we found injustice sensitivity and social support to have no significant effect on costly control. Contributions and limitations are discussed.

[view paper \(if available\)](#)

view paper (if available)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

RESEARCH

Double-Edged Effects of Group Performance Pressure on Cheating Behavior

Author: **Mo Chen**; U. of Science and Technology of China

Author: **Chao Chen**; Rutgers U.

Author: **Zhaopeng Liu**; Antai College of Economics and Management, Shanghai Jiao Tong U.

Drawing on social identity theory and research on group morality, we develop and test a theoretical model of double-edged effects of group performance pressure on group-level cheating behaviors. We hypothesize that through the mediation of group-serving cognitions, group performance pressure constrains group-level cheating for self yet promotes group-level cheating for group. We further predict that these effects are strengthened by inter-group competition and weakened by group ethical culture. Findings from three time-lagged field studies of work groups involving multisource data provide support for our hypotheses. We concluded by discussing the theoretical and practical implications of these findings.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OB

Trust, Betrayal, and Suspicion at Work (session 1477)

How Anger Expression Strengthens and Harms Follower Trust – A Dual Process Model

Author: **SiYan Guo**; Robert H. Smith School of Business, U. of Maryland

Author: **Myeong-gu Seo**; U. of Maryland

We propose a dual pathway model involving two distinct and competing mediation mechanisms that explain the effect of leader's anger expression on the targeted subordinate's trust in the leader. We theorize that while leader's anger expression decreases follower trust via increased follower unpleasantness, it enhances trust through increased

OCIS

Digital Innovation and Entrepreneurship: The Challenges of an Ecosystem Perspective (session 1494)

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

guilt. While the former effect is channeled through the affective reactions pathway, the latter is channeled through the inferential processing route. Further, we identify two social-relational factors (two perceived causes of anger expression) that moderate the mediation effects – altruistic concern and responsibility of self. Study 1 involving 186 undergraduate students provided support for an overall negative effect of leader’s anger expression on subordinate’s trust. Study 2 with a sample of 805 MTurk workers supported the competing mediation processes as well as the moderation effects.

[view paper \(if available\)](#)

The Neuroscience of Trust Violation

Author: **Lisa Van Der Werff**; Dublin City U.

Author: **Deirdre O'Shea**; U. of Limerick

Author: **Graham Healy**; Dublin City U.

Author: **Finian Buckley**; Dublin City U.

Author: **Colette Real**; Dublin City U. Business School

Author: **Michael Keane**; Actualise.ie

Author: **Theo Lynn**; Dublin City U.

Trust is widely regarded as being foundational in human relationships. The violation of interpersonal trust results in a range of negative affective, cognitive and behavioural consequences for the injured party. Research has yet to isolate the specific neural areas and mechanisms activated when different types of interpersonal trust are breached. Using electroencephalogram, we tracked the effects of three distinct types of trust violations, ability violation, integrity violation and benevolence violations, on brain activation. Our results identify the significance of the default mode network (DMN) in trust violation and further isolated distinct activation patterns for ability, integrity and benevolence trust violation. These findings highlight the importance of the DMN in processing cues regarding the trustworthiness of others and the distinctiveness of the processing of violation cues of the three facets of trustworthiness.

[view paper \(if available\)](#)

Is Suspicion Harmful or Beneficial in Teams?

Author: **Rebecca Mitchell**; Macquarie U.

Author: **Brendan Phillip Boyle**; Newcastle U.

Suspicion has been linked to significant cognitive and behavioural effects, yet its influence in teams remains largely unexplored. We draw on the motivated information processing theory of groups (MIP-G) and interpersonal deception theory to develop a model of suspicion's effect on team innovation through the mediating role of minority dissent. Further, in recognition of the potential dysfunctional role of suspicion and dissent, we explore an important moderator of this mediated path, inclusive leadership. Survey results from 76 healthcare teams lend support to our moderated mediation model. These results provide a valuable contribution to our understanding of the role of suspicion in team information-processing and innovation.

[view paper \(if available\)](#)

Who's to Blame? The Role of Economic Factors in Organizational Trust (WITHDRAWN)

Author: **Wiebke Doden**; King's College London

Author: **Manuela Christina Morf**; U. of Lucerne

Author: **Bruno Staffelbach**; U. of Zurich

In the current research, we provide evidence that trust between employees and their organizations unfold within a larger macroeconomic context rather than operating in a vacuum. Organizational trust is an essential component in the employee-employer relationship that is often undermined by negative events (i.e., job insecurity). In our research, we hypothesize that employees who are experiencing job insecurity are less likely to attribute the cause of their insecurity to managerial ineptitude or bad intent when they are exposed to poor economic conditions protecting organizational management from losing trustworthiness. Two studies found evidence consistent with our theorizing. With data from 4,612 employees surveyed across 55 regions in Central Europe, Study 1 demonstrates that a poor economic environment mitigates the negative relationship between job insecurity and organizational trust. Study 2 experimentally induced the perception that the U.S.

economy is performing poorly with a sample of 538 U.S. employees and found that this perception led employees to attribute their insecure situation to the economy rather than to the management of their organization. By demonstrating that the economic context shapes assessments of organizational trustworthiness, our research opens new avenues for future work to bridge micro and macro levels of theories.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OCIS

Enhancing the Business Value of IT (session 1495)

Understanding the Influence of IT Alignment on Small-to-Medium Enterprise Performance

Author: Rui Bi; Charles Sturt U.

Despite a plethora of studies that demonstrate the positive impact of information technology (IT) alignment on firm performance, our understanding of the processes through which such gains are achieved in the small-to-medium enterprise (SME) context remains limited. This study fills this gap by exploring the role of IT alignment in the development of partnership competence and agility at the SME level. Using data from 310 SMEs in Australia, we find positive, significant, and impactful sequential linkages between IT alignment, partnership activities, agility and SME performance. We also show that partnership activities and agility fully mediate the relationship between IT alignment and SME performance. This study suggests the critical role of IT alignment in SME success. These findings have important implications for business practices.

[view paper \(if available\)](#)

Digital Strategy and Discretionary Expenditures: Novel Insights From a Configurational Approach

Author: Sunil Mithas; U. of South Florida

ODC

Agility and Adaptability in Organizational Change (session 1496)

Development of an Organizational Agility Assessment for Government and Nonprofit Organizations

Author: Shelley A. Kirkpatrick; The MITRE Corporation

Author: Sarah Miller; The MITRE Corporation

Author: Adam Terragnoli; The MITRE Corporation

Author: Amber Sprenger; The MITRE Corporation

To keep pace with constant change in the environment, organizations must broaden their sight by finding new ways to carry out their work. Based on literature review, we developed an organizational agility model and the Government Organizational Agility Assessment (GOAA) for use with government and nonprofit organizations. Over a two-year period, the GOAA was administered to eight units within separate government and nonprofit organizations, resulting in a sample of 1,119 participants. Reliability exceeded acceptable levels for each GOAA scale, and content validity was demonstrated through grounding in the literature. Use of the GOAA is discussed as an evidence-based tool that organizational consultants can use to make a case for change and provide a framework that organizations can use to become more agile. Limitations and suggestions for future research are discussed.

Author: **YoungKi Park**; George Washington U.
Author: **Terence Saldanha**; U. of Georgia

How do IT investment and IT alignment with respect to overall strategy and a functional strategy influence firm profitability? This study investigates the joint effects of IT investment and strategic IT alignment on firm profitability by using a configurational perspective and fuzzy-set qualitative comparative analysis (fsQCA) method that allow us to account for complex and hitherto unexplored interactions among multiple alignment types and investments in IT, R&D, and advertisement. To draw insights on these complex interactions, we use a rare archival and survey data from firms and business units belonging to a leading conglomerate in India. Our fsQCA results reveal multiple equifinal configurations to achieve high firm performance, and asymmetrical causal structure between high-performing and low-performing configurations. Thus, we show that the effects of IT investment and strategic IT alignment with respect to overall business strategy and functional quality strategy are much more complicated than previously thought. This study contributes to theory and practice by providing a few viable configurational solutions that explain multiple causal recipes to configure IT investments with other types of investments for different types of alignments to produce high firm profitability for large and small firms. We discuss implications for research and practice.

[view paper \(if available\)](#)

Performance Implications of Pursuing Innovations Based on Digital Technologies: Evidence from SMEs

Author: **Yingzhu Fu**; Nanyang Technological U.
Author: **Wai Fong Boh**; Nanyang Technological U.
Author: **Qingqing Bi**; U. of Canterbury

In this paper we investigate whether the pursuit of product/service innovations based on digital technologies has an impact on firm performance, and how the performance implications are contingent on firm characteristics. We draw upon the uncertainty theory of entrepreneurial processes to develop testable hypotheses. Using a mixed method approach that combines content analysis of

[view paper \(if available\)](#)

Playing it Safe: Design Thinking as Episodic Change

Author: **Sonja Förster**; ETH Zurich
Author: **Sebastian Feese**; Antavi
Author: **Stefano Brusoni**; ETH Zurich

How does episodic organizational change, in the form of a Design Thinking intervention, unfold? To study how and to what extent participants process and integrate learning, we followed a world-leading water-systems firm that introduced Design Thinking to trigger innovation. To investigate the effect of this intervention, we relied on a mixed-method approach and pre-/post-test design. We interviewed, observed, and tracked a sample comprising both participants and non-participants in a Design Thinking workshop. Using our data, we pinpointed participants' changes in behavior and social interactions, and how they were perceived by non-participants. Our findings suggest that psychological safety plays a key role in Design Thinking, as it enables participants to balance the positive and negative emotions that arise during the process. The rationale behind this operationalization of change resonates well with Schein/Lewin's theory of change (Lewin, 1947a, 1947b; Schein, 1992, 1996). We build on their three-step model by linking the change process to behavioral responses, and show that some participants overwrite institutionalized practices in the post-phase. Our findings respond to calls raised in the management literature to connect the analysis of change to that of emotions.

[view paper \(if available\)](#)

Making the Case for Adaptability Culture and Firm Performance: A Moderated Mediation Model

Author: **Jennifer Franczak**; Pepperdine U.
Author: **Laurence Weinzimmer**; Bradley U.

Organizations today must have the capacity to change in response to dynamic and competitive environments. My studies have focused on the importance of flexibility and adaptability but fewer have examined mediated links to performance. This study examines a moderated mediation model of

interviews and surveys conducted in two phases, we found that the pursuit of innovations based on digital infrastructure has a more positive impact on firm performance than the pursuit of innovations based on digital artifacts. Further, firm size positively moderates the influence of pursuing innovations based on digital artifacts, while bricolage increases the positive effect of pursuing innovations based on digital infrastructure. Together these findings contribute to the literature of digital innovation and digital entrepreneurship.

[view paper \(if available\)](#)

Improving Innovation Efficiency Through Competition Networks and Digitized Operational Integration

Author: **Mariana Giovanna Andrade Rojas**; Nanyang Technological U.

Author: **Abhishek Kathuria**; Indian School of Business

Author: **Hsiao-hui Lee**; U. of hong kong

Given the considerable investments in innovation, Innovation Efficiency is of high priority for policy makers, practitioners and academics. The pervasiveness of digitization and changes in the structure of competition networks are two converging trends that play an important role in innovation by facilitating access to information and knowledge. However, the links between digitization, competition networks and innovation remain poorly understood. In this study, we develop a multilevel research model of Innovation Efficiency that simultaneously considers the effects of Digitized Operational Integration (DOI, firm level), and Competitive Brokerage (competition network level). We assess the model using a 7-year (2004-2010) longitudinal secondary dataset including firms from multiple industries. We find that DOI and Competitive Brokerage positively influence Innovation Efficiency. We also find that DOI and Competitive Brokerage are substitutes, as they provide similar information and knowledge access benefits to the firm. Taken together, these findings have relevant managerial and policy implications. Specifically, we show that DOI enhances Innovation Efficiency, especially for firms that are not competitive brokers. We also show when firms are

adaptability culture on organizational performance through action orientation. The moderated-mediation model suggests that firms need an adaptability culture that is driven by action orientation in order to affect organizational performance. The model also examines how risk taking moderates this relationship. Findings show the importance and willingness for employees to not just embody of culture of adaptability but also take action and risk to put strategies into motion.

[view paper \(if available\)](#)

When Old Logics and New Work Clash: Overmanagement as a Response to Conflicting Management Models

Author: **Nora Rosendahl**; Aalto U., Department of Industrial Engineering and Management

Author: **Jane Seppälä**; Aalto U., Department of Industrial Engineering and Management

Evolution of management models is often accompanied by conflicts, failure and cycles of adaptation. What is less well understood is the co-existence of two conflicting management models, which can lead the organization to “hoard” systems, processes, roles, and practices from the new and the old, resulting in an overlap of the models. Based on our qualitative, inductive case study at a large Finnish telecommunications hardware and software provider, we propose a model that shows how conflicting management models lead to overmanagement and contradicting demands. We contribute to research on management models by detailing what can happen in the critical transition period when two management models not only overlap, but compete. Further, we describe the effect of over-management on the individual by highlighting how employees use five behaviors to cope with the conflicting demands. Finally, we add empirical insight to research on how technology disrupts management models and organizational practices.

[view paper \(if available\)](#)

Asynchronous

competitive brokers, investing more in DOI does not endow marginal benefits to Innovation Efficiency. Our results are robust to concerns of endogeneity and alternative model specifications. These findings imply that policy measures aimed at increasing Innovation Efficiency can either be micro-level by incentivizing firm-level investments in digitization, or macro-level by driving network-level changes in the structure of competition networks.

[view paper \(if available\)](#)

Business Analytics Adoption and Firm Performance: An Efficiency Study via Cross-Industry Comparison

Author: **Erkan Bayraktar**; American U. of the Middle East

Author: **Ekrem Tatoglu**; Ibn Haldun U.

Author: **Arafat Salih Aydiner**; Assistant Professor, Istanbul Medeniyet U.

Due to the increasing popularity of business analytics (BA), investigation of the adoption of BA and its subsequent impact on firm performance has become an important research topic. Drawing on the fundamentals of the resource-based view, this study proposes a data envelopment analysis model to assess the adoption efficiencies of BA applications in terms of the level of achievement on firm performance, including decision-making performance (DMP), business-process performance (BPER) and financial performance (FP). Based on the survey data from 204 medium-to-high level business executives in various industries, the results of this empirical study provide a statistical support to the cross-industry differences of BA adoptions efficiencies and indicate that the firms in tertiary industries have the highest level of efficiency in terms of BA adoption and its impact on firm performance followed by the firms in technology-intensive and resource-intensive industries, respectively.

[view paper \(if available\)](#)

Asynchronous

Contextualizing the Dynamics of Strategic Change (session 1498)

Understanding the Dynamics of Shifting Multi-Brand Competition to a Collaborative Alliance

Author: **Stephanie Kay Herbst-lucke**; Weatherhead School of Management, Case Western Reserve U.
 Author: **Paul F Salipante**; Case Western Reserve U.
 Author: **David Aron**; Weatherhead School of Management, Case Western Reserve U.
 Author: **Jacqueline M. Stavros**; Lawrence Technological U.

Much of the brand alliance literature focuses on the publicly espoused visible catalyst to alliance change, that of resource enhancement and market adaptation. This research suggests members are profoundly affected by less visible, less apparent constructs of system structure, governance, stakeholder aspiration pressures, and relationships. While the power to influence brand alliance decisions lies with executive membership, a system that lacks sufficient structure, governance, or relationships can disempower executive members, making them vulnerable to stakeholder aspiration pressure. Relationships can have an inverse effect enhancing a member's agency to focus on their view of mission, create stability, and improve the predictability of the system.

view paper (if available)

Momentum for Change and Stakeholder Dynamics in the Public Sector

Author: **Christine Benedichte Meyer**; NHH Norwegian School of Economics
 Author: **Inger G. Stensaker**; NHH Norwegian School of Economics

This paper examines how stakeholder dynamics influence the momentum for change in a public sector context. Creating and maintaining energy is essential for reaching planned change goals. Existing research suggests that social interactions among stakeholders influence the momentum for change.

Organizational Trajectories, Forms and Images (session 1497)

Research on Change Implementation Interventions – An Integrative Review

Author: **Christina Hagl**; LMU Munich
 Author: **Rouven Kanitz**; LMU Munich School of Management

Change implementation interventions (CIIs), i.e., systematic activities aimed at facilitating successful organizational change, are of high relevance for change research and practice. Scholars from different fields have generated a large body of change implementation research drawing from diverging perspectives and methods. Thus, the current state of the CII-relevant literature remains fragmented and difficult to synthesize. This makes it challenging to infer what we know about interventions and establish a coherent research stream that allows cumulative knowledge development on CIIs. To address this shortcoming, this paper provides a review of research in the fields of organizational behavior (OB), strategy, healthcare management, and information systems (IS) research that informs CIIs. Drawing from 155 empirical studies published from 2000-2019, we integrate our findings into three main categories of CII approaches (ability-, motivation-, and opportunity-enhancing interventions) that have been studied to facilitate change implementation. We then summarize relevant research and critically discuss how it informs the CII approaches. Based on this discussion, we point out unresolved questions and propose pathways for advancing future research to enhance our understanding of evidence-based change interventions.

view paper (if available)

Redirecting the Trajectory of Research on the Human Side of Change: Bridging Across Disciplines

Author: **Rouven Kanitz**; LMU Munich School of Management
 Author: **Katerina Gonzalez**; Suffolk U.

While the role of internal stakeholders has been documented, we know less about how external stakeholders can influence planned change processes, yet particularly in the public sector, externals often play an important role. This inductive study draws on the experiences of a top manager and adopts a collaborative research approach to show how external stakeholders can influence change processes. We compare and contrast two change processes within the same public sector organization, where one change process resulted in goal attainment while the other came to naught. Our analysis shows how stakeholder interaction can either amplify or kill the momentum for change. Four dynamic patterns influence momentum for change: external stakeholders influence the process, internal stakeholders mobilize external stakeholders and vice versa, external stakeholders trigger multiple stakeholders and external stakeholders legitimize shifting positions.

[view paper \(if available\)](#)

Advice Tie Reallocation Under Organizational Turmoil: A Longitudinal Intra-Firm Network Study

Author: **Hendrik Leeendert Aalbers**; Radboud U. Nijmegen

Author: **Alexander Smit**; assistant professor

Drawing on both social network theory and social exchange theory, this study investigates how the hierarchical position of those constituting a firm's discretionary advice network affects individual's propensity to provide advice to others. Based on a unique field survey that captures the dynamics of organization downsizing, findings indicate that under enhanced organizational turmoil, new advice activity centers on advice provided to hierarchical equals, shifting away from a vertical orientation towards a horizontal advice orientation as organizational turmoil increases. Hierarchical popularity nor activity affects this relation, arguing for the direct effect of organization structure on advice giving activity within the firm. We discuss the implications of our findings on the literature of intra-organizational networks in the context of abrupt network disruption, contrasting pre and post network structure to a sudden downsizing event.

Author: **Viswanath Venkatesh**; U. of Arkansas Sam M. Walton College of Business

One factor which is deemed as critical to successfully navigating organizational change is the human side – or how recipients experience and respond to change initiatives. Scholars from several management disciplines have studied the human side of change, with minimal integration taking place across disciplines. The resulting fragmented state of the literature is among the greatest challenges for researchers, making it difficult to advance knowledge cumulatively. We review 265 empirical articles published from 1998 to 2018 and use a co-citation analysis to visually interpret the knowledge base of the field. This analysis reveals that research has mainly evolved within three disciplines: information systems, organizational behavior, and strategy. Based on this insight, we integrate articles across the disciplines by developing eight thematic perspectives that emphasize different mechanisms to explain responses to change; the eight themes are sensemaking and discursive, judgment- and belief-focused, emotional, relational, work structure and design, learning-focused, person-centric, and ethical. We then develop research pathways which encourage researchers to (1) further develop work within perspectives, (2) combine multiple perspectives, or (3) bridge disciplines within perspectives in order to advance important but underdeveloped issues. Our integrative review enriches the development of future research and facilitates cross-disciplinary knowledge creation on the human side of organizational change.

[view paper \(if available\)](#)

When Communication Shapes the Self-Managed Organization

Author: **Xavier Lecocq**; -

Author: **François Cooren**; U. de Montréal

Author: **Catherine Archambault**; IESEG School of Management

The Self-Managed Organization (SMO) – an organizational form promoting distributed responsibility and higher levels of autonomy among employees – has been a growing topic of conversation in modern organizations. Indeed, firms

view paper (if available)

Visualizing Turnaround Strategies over Time in a Volatile Commodity Industry

ODC Division Best Paper Based on a Dissertation
Author: **Alice Palmer**; U. of British Columbia

With the rise of the internet and electronic media, the first two decades of the 21st century have seen a rapid decline in demand for printing and writing paper. This study creates a visual representation of how pulp and paper companies' strategies have changed over time, based on a four-quadrant turnaround strategy model developed by Pretorius (2008). It examines the strategies of forty such companies operating in North America and northern Europe over a fourteen-year period from 2004 to 2018. Companies that were most exposed to products with declining market demand tended to be the most likely to require financial restructuring; these companies also had to make simultaneous operational and strategic changes in order to stay in business. In contradiction of the turnaround model, companies responded to some types of external turnaround causes with operating (rather than strategic) actions. Companies operating in commodity industries must often adapt their strategies to deal with cyclical downturns; this contingency is not well reflected in the extant turnaround literature.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

increasingly acknowledge the potential of collective power over a firm's strategy making process – enhanced when all employees autonomously organize and act towards a firm's corporate vision and stakes. Nevertheless, enacting SMO is challenging for organizations. First, SMO requires sustained upper management communication to entice employees to autonomously move from a hierarchy- centric a stake-centric organization. Second, SMO requires organized communication among employees to collectively distribute strategic responsibility. Therefore, to better theorize the Self-Managed Organization, we adopt a Communication as Constitutive of Organizations' (CCO) perspective since SMO can only be enacted in and through communication. We also strengthen CCO's claims with evidence from an emerging area of investigation – new organizational forms. Our results – based on an empirical study conducted at one of the few existing self-managed multinationals – demonstrate how communication has the power of enacting and stabilizing a new organizational form. Indeed, we expose how SMO is enacted and stabilized when performativity of strategy occurs in a communication praxis.

view paper (if available)

A Grounded Study of Images of the Future of Organizations

Author: **Alessandro Fernani**; National U. of Singapore

Author: **Zhaoli Song**; National U. of Singapore

We draw from futures studies epistemology to lay the empirical foundations of the study of the futures of organizations. We introduce three concepts to inform our analysis: transformative images of the future, connection with the outside environment, and usage of theory on the futures in the present to shape the future. We investigate images of the futures of organizations with abductive grounded theory methods in the collective global imaginary using a sample of 109 films set in the future, including science fiction, dystopic and post-apocalyptic motion pictures. We find that the collective global imaginary is dominated by four images of the future of organizations in relation to the outside environment. Across the films and

OMT

Behavioral Approaches to Formalization, Exploration, and Firm Failure (session 1503)

Shared Fate: The Impact of Peer and Industry Characteristics on Peer Failure Experience and Investment Intensity

Author: **Anna Pak**; Fox School of Business, Temple U.

Most studies on learning from failure have focused on the strategic incentives of a focal firm. We examine the relationship between peer failure and investment intensity from external actors' point of view and argue that peer failure can be a negative signal to external actors due to a harm spill-over effect, restricting a firm's actions. Our analysis of the U.S. movie industry shows that peer failure leads to a decrease in investment intensity, the relationship attenuated by peer recognition and industry growth. Our study highlights the role of external actors that shape a firm's ability to learn and take action.

[view paper \(if available\)](#)

Why Informal Firms Formalize: A Strategic Decision-Making Perspective

across these four images, we expose a salient grand- narrative of contrast between good and evil organizations. Within this duality, we uncover that individuals experience different kinds of struggles, of belonging and identity; and exhibit different kinds of behavior, insurgent and heroic, depending on the kind of organization they are related to in the films. We theorize that this grand-narrative is a form of moral critique of the present, and suggest that normative transformational scholarship can improve the collective global imaginary of the futures of organizations today.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OMT

Conflict, Attention Disorder, Adaptation, and Equivocality (session 1502)

The Exchange, Formalization, and Implementation of Meaning in Sensemaking Conflicts

Author: **Morten Aaltvedt**; U. of Lausanne
Author: **Deborah Philippe**; U. of Lausanne

This paper draws on previous sensemaking and sensegiving research in an attempt to explain how repeated situations of competing understandings around issues could lead to a catastrophic outcome. We provide insights to this question by drawing on qualitative data from the 2010 Deepwater Horizon disaster. We analyze four critical events (i.e., sensemaking conflicts) that took place during the months leading up to the disaster. These events have in common that 1) multiple understandings existed as to how the event should be dealt with; and, 2) action was required to overcome the event and proceed with the operations. Our findings suggest that these sensemaking conflicts were solved through a three-stage sensegiving process consisting of meaning exchange, meaning formalization, and meaning implementation, where organizational systems and procedures were used as devices to strengthen the effectiveness of sensegiving. We also suggest that access to such

Author: **Selorm Agbleze**; Copenhagen Business School

Author: **Marcus Møller Larsen**; Copenhagen Business School

We offer a behavioural framework to explain informal firms' decision to formalize. We argue that aspirations for which firms skirt formal regulation to operate in the informal economy serve as reference points in interpreting and evaluating the prospect of formalization. We differentiate between the influences of firms expected performance relative to aspired performance and the influence of different form of aspiration being pursued (aspirations related to subsistence, exploitation, legacy, and resistance). In conclusion, we contribute to extant research emphasizing formalization as a quasi-rational calculation by recognizing how formalization can be seen as a complex decisions-making process surrounded by severe information incompleteness and uncertainty.

[view paper \(if available\)](#)

Off the Beaten Path: Asocial Exploration in Managerial Decision-Making

Author: **João Duarte**; U. della Svizzera Italiana

The process of search focuses on identifying new solutions. When we define a new solution as a choice that an individual has not yet identified as a viable alternative, novelty may be derived from two fundamentally distinct processes: either from search undertaken in isolation from others or from the adoption of solutions that others have already explored. We refer to the former process of search as asocial exploration and to the latter as social exploration. In our experimental study, we examine the behavior of individuals who are given the opportunity to choose between social and asocial exploration, in the face of failure. After reporting on the relative levels of these two forms of search, we seek to identify conditions within the social environment that can elevate individuals' propensity to engage in asocial exploration. Our focus is on evaluations of choices that result in negative outcomes. We find that, under conditions of failure, asocial exploration is greater when individuals receive positive evaluations of past choices. We also

devices varied between organizational members, thereby creating a disadvantage for some of the members to successfully transmit their understanding to others. We propose that the recurrence of these sensemaking conflicts and their interconnectedness led the decision-makers to vastly underestimate the riskiness of the situation, thereby contributing to the occurrence of the disaster.

[view paper \(if available\)](#)

Attention Disorders and Attention Mismanagement in Organizations

Author: **Dmitry Mikhail Khanin**; Alfaisal U.

Author: **Adelina Gnanlet**; California State U., Fullerton

Advancing the attention-based view (ABV) of the firm, we examine the four attention disorders (ADs) in organizations: cognitive myopia, cognitive hyperopia, cognitive astigmatism, and cognitive presbyopia and their effect on attention mismanagement: focal, situational and structural. We also investigate ADs' temporal, spatial, effectual and directional dimensions. Finally, we propose how organizations could combat ADs and their harmful effects.

[view paper \(if available\)](#)

Two Faces of Mental Representation and the Adaptive Implication of their Joint Development

Author: **Yongha Kwon**; Wisconsin School of Business

Extant studies on the impact of mental representation on firms' adaptation tend to emphasize either sensing or responding role of mental representation. The difference in the perspectives on mental representation gives rise to the puzzling effects of pursuing a representation that recognizes a wide range of factors and their interactions on the firm's adaptiveness. This study addresses the puzzle by demonstrating the joint development of sensing and responding representations and articulating its adaptive implications. I employ a neural network model of a

find that this pattern is particularly pronounced among highly narcissistic managers.

[view paper \(if available\)](#)

Organizational Failure as a Value Judgement: A Review and Reconceptualization

Finalist for the Louis R. Pondy Best Paper Based on a Dissertation Award

Author: **Kilian Bergmann**; Leuphana U. Lüneburg

Author: **Christoph Seckler**; ESCP Business School

While organizational failure has been a central concept in the broader Management field for some time, the question of how to conceptualize organizational failure remains widely debated. We review previous reconceptualizations of organizational failure, and subsequently propose to conceptualize failure as a value judgement. As a value judgement, we argue, failure is a relational concept of the fifth degree. This means that organizational failure is related to (a) the state of an organization, (b) somebody who assesses the situation, (c) with regard to certain aspects, (d) specific circumstances, and (e) in view of a goal. This reconceptualization shifts the discourse on failure from considering it as a state of an organization (e.g., insolvency, bankruptcy), or an event (e.g., closure, termination, cessation) (i.e., ontological concepts) towards studying organizational failure as a value judgement (i.e., axiological concept). Conceptualizing failure as a value judgement helps to differentiate failure from related concepts such as organizational decline, organizational error and others.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

firm's mental representation that consists of the sensing layer that reduces a given situation to decision factors and the responding layer that formulates the firm's response to the decision factors. The results suggest a temporal trade-off of cultivating a complex sensing layer. Firms pursuing multiple objectives cultivate a complex sensing layer, which promotes their adaptation in the short run. However, in the long run, the complex sensing layer impedes the firms from formulating a proper rule to respond to the observed situation. This study extends our understanding of the role of mental representation in firms' adaptation. Also, this study sheds light on the interdependence among firm objectives, which emerges and resides in firms' cognition.

[view paper \(if available\)](#)

Communicating Sense: The Role of Inference in Joint Sensemaking in Equivocal Contexts

Author: **Sai Kalvapalle**; Erasmus U. Rotterdam

Author: **Joep Cornelissen**; Erasmus U. Rotterdam

Author: **Pursey Heugens**; Erasmus U. Rotterdam

In this paper, we build a conceptual framework that elaborates the communicative mechanisms by which individuals in high reliability organizations (HROs) jointly make sense in order to coordinate in equivocal contexts. We build on past work in cognitive and discursive sensemaking, while also highlighting that past research tends to conflate cognition and discourse by presupposing cognitive effects of discourse. Instead, we submit that sensemaking research would benefit from a focus on how organizational actors make inferences and build shared understanding in context. We provide this analytical focus on inference by borrowing theoretical principles and assumptions from relevance theory, a theory in the neighboring field of pragmatic linguistics, and illustrating these principles with examples from seminal past cases of sensemaking under pressure. Our conceptual framework exposes the communicative processes of ostension and inference by which actors build a mutual cognitive environment. Crucially, our paper underscores the importance of investigating how failed inferences hinder coordinated action. We elaborate the contributions of our conceptual

OMT

Hiring and Career Outcomes in Contemporary Organizations (session 1504)

The Uncertain and the Unexpected: Pathways to the Evolution of Job Structures in the Throes of Hiring

Author: Lisa Ellen Cohen; McGill U.

Author: Sara Mahabadi; McGill U. - Desautels Faculty of Management

In this paper, we examine the evolution of job structures in the throes of the hiring process – how jobs change in the time between making a decision to bring in someone to do a body of work and officially hiring someone. We analyze interviews about startup hiring and find that during hiring tasks are added and removed from jobs, jobs are abandoned, replaced, and moved, and hiring processes are re- launched. There are three pathways for this evolution, each shaped by a form of the uncertain or the unexpected: not knowing about what the job should be; lacking understanding of labor markets; and unexpected events. Not surprisingly, most of the jobs on these pathways are new to their organizations but contrary to common conceptions, these processes are not the product of managers who lack experience or who use lax hiring practices. The pathways differ in their longer-term consequences.

[view paper \(if available\)](#)

The Persistent Specialist Advantage: Typcasting Dynamics in Feature Films

framework to sensemaking research, reexamining the concepts of equivocality, requisite variety, and double interacts from a communication standpoint.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Innovation in Teams and Organizations (session 1506)

Historical Political Ideology and Firm Innovation: Worldwide Evidence of R&D Investments (1982-2016)

Author: Kunyuan Qiao; Cornell U.

Dominant national political ideology during founding or initial public offering (IPO) shapes a firm's structures and routines—leaving an organizational ideological imprint—and persistently affects firms' innovation. I argue that the communist (capitalist) ideological imprint discourages (encourages) firms' innovation enduringly. To triangulate the theoretical mechanism, I argue that the communist (capitalist) ideological imprint weakens (strengthens) the impact of two determinants of innovation, i.e. competitive aspirations and organizational slack. Meanwhile, I differentiate types of sensitive periods when imprinting processes take place and argue that founding imprint is more powerful than its IPO counterpart. Finally, I suggest that the subsequent IPO imprint modifies the influence of founding imprint, and therefore imprinting is a punctuated process. Empirical analysis of a longitudinal sample of worldwide firms' research and development (R&D) investment supports my hypotheses. My study contributes to imprinting theory and strategy literature.

[view paper \(if available\)](#)

Author: **Jie Yang**; State U. of New York Polytechnic Institute

Whether to be a specialist or generalist is a long-standing question for job candidates. The extant literature argues that the excess returns to labor market specialization exists, and the returns will decrease as job market candidates climb the career ladder. Should the aforementioned argument be valid, a job candidate with a long tenure will avoid being specialized. This argument, nevertheless, is contradictory to an observation in the feature film labor market that the ratio of specialists is stable among job candidates across different career stages. We argue that considering the effects of external audiences on hiring decisions can help reconcile the classic argument with the observation. Specifically, we argue that specialist advantage may sustain among the specialists whose skills and ability are highly matched with their image among audiences. We use rich longitudinal data from 1990 to 2015 on the careers of 21,914 actors and actresses in English-speaking films to test our hypotheses. We find that the moderating effects of actors' tenure on specialist advantage is contingent on their public image among audiences. For actors whose skills and public image are highly matched, a long tenure will not decrease, but enlarge their specialist advantage. Our research contributes to the labor market identity research by presenting hiring decisions as dual-matching processes in which both the hiring firms and external audiences are involved.

[view paper \(if available\)](#)

A New Look at Occupational Learning and Socialization in Contemporary Careers

Author: **Ece Kaynak**; Cass Business School

As the traditional employment relationship has deteriorated in the U.S. and in much of the world, the nature of careers has been changing. Workers today need to continually navigate an external labor market, construct their careers out of a series of jobs or short-term gigs, and take responsibility for training and retraining themselves to remain employable over time. Despite the burgeoning literature examining workers' efforts at navigating

Necessity is the Mother of Innovation: A Quasi-Experimental Study of Stress-Driven Innovation

Author: **Kristina Potocnik**; U. of Edinburgh

Author: **Nick Oliver**; U. of Edinburgh

Author: **Melike Senturk**; U. of Edinburgh business school

Author: **Thomas Stephen Calvard**; U. of Edinburgh

Author: **Maurizio Tomasella**; U. of Edinburgh

Innovative teams are typically assumed to be successful teams, but little is known about innovation in teams that face stressful conditions. Although necessary to cope with such conditions, innovation or the generation of novel and useful ideas and their implementation to create improvement, may also provoke further stress, leading to negative rather than beneficial outcomes. To study this, we conducted a simulation study of teams simultaneously working on time-critical tasks of physically manufacturing greetings cards in a competitive environment. Our manipulation of the working conditions was such that teams were likely to experience varying degrees of stress during the manufacturing process and face problems and challenges that could be solved by means of innovation. Using a multi-level path analysis on a sample of 43 teams composed of 345 participants our findings revealed an inverted U-shaped relationship between severity of exposure to stressors and team innovation. In turn, team innovation was negatively associated with team performance but positively with individual team member wellbeing in terms of enthusiasm. Our study contributes to the literature on the dark side of innovation by showing how stress-driven innovation is a paradoxical phenomenon that might be both beneficial and dysfunctional.

[view paper \(if available\)](#)

Serendipity and Framing in the Emergence of a Platform for Responsible Innovation

Author: **Madeleine Stefanie Rauch**; Copenhagen Business School

Author: **Shahzad Ansari**; Cambridge U.

Why would an academic research project turn into a platform for responsible innovation despite incentives to focus on publishing research papers?

the new economy, we know relatively little about how workers attempt to reskill themselves in the course of their careers. This paper utilizes a unique setting—coding bootcamps—to examine how workers attempt to enter a skilled occupation without traditional organizations serving as the backdrop for their efforts. I argue that bootcamps resembled learning collectives where learning from peers and near-peers figured more prominently than expert instruction. Under conditions of minimal expert instruction and obstacles to legitimate peripheral participation, I show how aspiring software developers sought out an occupational community in virtual spaces, learned asynchronously from unknown others, developed their practice through mock-work among themselves and managed to get hired into junior developer roles.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

To address this puzzle, we draw on the case of Patient Innovation, a non-profit medical platform, focusing on innovations by patients and caretakers to find affordable solutions for rare and chronic diseases by creating a ‘knowledge commons’. Initially set up as a ‘research platform’ aimed at generating scientific publications, it turned into a ‘help-society platform’ to create a wider social impact, despite not initially targeting such a goal. Using a framing lens, we explore the role of moral emotions and serendipitous inspiration in the creation of this medical platform. We examine how the reframing towards socially responsible innovation occurred despite strong institutional pressure to focus on publishing scientific research. In doing so, we develop a model illustrating how interactional framing in situations lead actors to shift towards responsible innovation. We explain how actors frame and reframe situations in which they interact and transcend their immediate self-interests in order to serve collective interests.

[view paper \(if available\)](#)

Innovating Beyond: Social Innovation as Extra-Organizational Innovation

Author: **Gorgi Krlev**; U. of Heidelberg

Today's grand challenges call for innovations that enhance societal problem solving. Such innovations unlike conventional “organizational innovation” are not exclusively meant to improve innovators’ position in the marketplace through increasing customer satisfaction. Instead, the innovations need to (1) incorporate action on different levels of society, including policy or public discourse, and (2) address and involve a broader range of actors to lead to improved social outcomes. Social innovation is a prototype of such “extra-organizational innovation”. I use microfinance as a prime example of social innovation to theorize it as extra-organizational innovation by means of Giddens’ structuration theory. I develop a theoretical model and research propositions on innovation (a) mechanisms, (b) actors, and (c) effects that highlight how social innovation is systematically different from organizational innovation. I extend my theorizing to how structuration can help understand other new types of innovation that can be

OMT

Managing Paradoxical Processes in Organizations (session 1505)

What Does it Take to Engage with Paradoxes: The Challenge of Persistence

Author: **Christel E. Dumas**; ICHEC Brussels Management School

Author: **Céline Louche**; Audencia Business School

This paper explores how actors engage with persistent paradoxes over time. Drawing on a two-year participant observation of institutional investors involved in developing a framework for ESG investing, we identify four efforts actors engage in: anchoring, experimenting, ordering and creating a safe zone. Actors do not constantly engage in those four efforts but alternate between moments of active engagement and moments of indirect engagement. This alternation enable them to engage with the paradox over a long period of time, by varying the depth of their engagement. Our study concludes that saliency is not a stable and single state but that there are different manifestations of saliency along a spectrum, contributing in making the paradoxes livable and manageable. Difficult emotions and a sense of purpose and urgency trigger oscillations between direct and indirect engagement with paradoxes.

[view paper \(if available\)](#)

How Do We Find Meaningfulness in Work? A Process Theory Based on the Dialogic Practice

Author: **Phu Nguyen Thien**; IESE Business School

considered extra-organizational on at least one of the two accounts, the magnitude of actors or the multitude of levels of action involved. These types include open innovation, entrepreneurship as method and institutional innovation.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

STR

Multiple Goals and Multiple Aspirations: New Questions, New Perspectives (session 1508)

(In)consistent Performance Feedback and Locus of Search: Problem- Solving and Self-Enhancement

Evangelos Syrigos; LUISS Business School

Konstantinos Christos Kostopoulos; U. of Piraeus
Felix Meissner; U. of Zurich

Pino G. Audia; Dartmouth College

Reference Points as Drivers of Strategic Adaptation: An Exploratory Study

Daniela Blettner; Simon Fraser U.

Simon Gollisch; U. of Applied Sciences Ansbach

The Double-Edged Sword of Multiple Aspirations: Ambiguity Costs Versus Information Gains

Thorsten Wahle; LMU Munich

Dirk Martignoni; U. of Lugano

The Effect of Intra-Organizational Comparisons on the Balance of Exploration and Exploitation

Oliver Baumann; U. of Southern Denmark

Daniel Newark; HEC Paris

Franziska Sump; U. of Southern Denmark

Asynchronous

INTERNATIONAL

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Author: **Anneloes M. L. Raes**; IESE Business School
Author: **Yih-teen Lee**; IESE Business School

Experiencing work as meaningful is a central desire for individuals in organizations, but scholars face three challenges that together hinder research progress. Current works on work meaningfulness (WM) fall short in: (1) conceptualizing the inherently processual nature of WM; (2) accounting for the social, other-oriented dimension in WM process; and (3) addressing the tensional and paradoxical nature of WM. We argue that these are interrelated issues arising from the dominance of representational ontology in WM research, and propose the adoption of relational ontology in addressing them. Blending practice approach and dialogic perspective, we develop a dialogic practice theory of WM and generate three central insights. We theorize that, firstly, a person's WM emerges in the purposive engagement in practices and changes in his/her becoming aware of the inherent tensions and contradictions in such engagement. Secondly, this awareness prompts the person to re-evaluate his/her purposive engagement and justification. Thirdly, this re-evaluation leads to the differential positioning of the self in relation with and in contrast to others through inquiring, selecting, and crafting the self-other dialogues. In sum, this cycle of purposive engagement, awareness, re-evaluation, and differential positioning suggests a theoretical model that captures the social, processual, and tensional nature of WM.

[view paper \(if available\)](#)

**How to Learn from the Man in the Mirror:
Navigating Paradoxes Through Self-Reflexivity**

Author: **Ghita Dragsdahl Lauritzen**; Copenhagen Business School, Denmark

Author: **Anders La Cour**; Copenhagen Business School, Denmark

In the light of increased organizational and environmental complexity, research turns ever more often to the notion of paradox to investigate how managers can navigate conflicting demands. However, the internal dynamics of paradox remain unclear, making it difficult to understand what exactly is meant by the concept, and how it can be

managed in practice. This article notes that the full potential of paradox as an analytical tool for understanding complex situations of organizational life has not been reached, and reveals instances of organizational complexity that appear even more radical than current definitions of paradox posit. Using the sociologist Niklas Luhmann's concepts of distinction and re-entry, we unfold the complexity of such situations and develop a typology that includes a novel type of paradox that appears underexplored. Illustrating several different ways that opposites can appear interdependent, interwoven, persistent, and synergistic, we contribute to theory- building within paradox research. Finally, we discuss our findings and managerial implications and point towards future research.

[view paper \(if available\)](#)

Making Paradoxical Tensions Salient: Changing Information not People

Author: **Siarhei Manzhynski**; Umea U.

Author: **Frank Figge**; Kedge Business School

Author: **Andrea Thorpe**; Kedge Business School

Many firms are confronted with paradoxical tensions. For firms to recognize tensions these have to become salient. Prior research suggests that environmental and cognitive factors render latent tensions salient and argues implicitly that where environmental factors are complex, paradoxical cognition is required. In this paper we present the general model of rendering paradoxical tensions salient where developing cognition is only one of three possible strategies. We argue that information must fit both a described situation and actors' cognition for latent tensions to become salient. Based on this condition we introduce the other two alternative ways to make tensions salient, i.e. simplification of the information and simplification of the situation, that have been overlooked by scholars. Using the doubly complex application of cooptation for sustainability we show how the strategy of simplification of the information can help to recognize and systemize paradoxical tensions.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

New Organizational Forms (session 1507)

The Role of Proto-Forms in the Emergence of Historic Movie Theaters in Chicago Communities: 1896-1962

Author: **Ying Li**; U. of Illinois at Urbana-Champaign
Author: **Olga Khessina**; U. of Illinois at Urbana-Champaign

We develop a novel concept of proto-form to understand the “pre- birth” processes of organizational form emergence, which take place between the discovery of a technological or social novelty and the eventual emergence of organizational forms dedicated to exploiting this novelty. We define a proto-form as a provisional organizational form that arises when entrepreneurs and enthusiasts experiment with possible applications of a novelty by using preexisting organizational forms as a basis. Proto-forms are a key step in the emergence of dedicated organizational forms, because they provide audiences with initial understandings of the novelty’s socio-cultural meanings. We theorize that the cultural status of proto-forms can affect how quickly dedicated forms with either similar or dissimilar cultural status emerge in geographic communities. Using data on all historic movie-showing venues in Chicago, Illinois, 1896-1962, we predicted and found that the proliferation of proto-forms with low cultural status in a community accelerated the emergence of dedicated organizational forms with low cultural status and delayed the emergence of dedicated forms with high cultural status. We predicted the opposite for the proliferation of proto-forms with high cultural status and found partial support to this prediction. These results provide initial evidence for the important role of proto-forms in understanding the emergence of new organizational forms.

[view paper \(if available\)](#)

OMT

Performativity and Control in Organizations (session 1501)

“Ella Says...” How Authority in Eponymous Firms is Authored Through Ventriloquial Acts

Author: **David Hollis**; Nottingham Business School, Nottingham Trent U.
Author: **Alex Wright**; U. of Sheffield Management School

This article advances ‘communicative constitution of organization’ (Ashcraft, Kuhn & Cooren, 2009: 7) understandings of how authoring authority organizes daily practice. We show how authority is eponymously authored during ventriloquial acts and produces multidirectional, temporal and fluid organizing patterns. Our ethnography of a cosmetics firm demonstrates how performative, segmented and misfiring authoring impacts quotidian activity in subtle, nuanced and precarious ways. This research also enhances communicative understandings of authority and elevates eponymy’s role within organization and management theorizing.

[view paper \(if available\)](#)

Orchestrating for Performative Resource and Capability Configurations

Author: **Stephanie Christine Schleimer**; Griffith U.
Author: **Mette Praest Knudsen**; U. of Southern Denmark
Author: **Rita Faillant**; U. of Southern Denmark

Value-adding orchestrations of resources and capabilities are at the heart of Penrose’s resource-base-view (RBV). However, while the management literature unanimously agrees on the importance of such resources and capabilities orchestrations for performance at the level of the firm, little research has investigated how performative firms, those firms leading their respective industries, orchestrate

Categorization and Organizational Evolution: A Species Approach to Organizational Form

Author: **Jason Scott Entsminger**; U. of Missouri

Organizational evolution has become a keystone of wider organizational sciences as it seeks to understand the emergence and sustained presence of organizational forms within the ecosytem. Rooted in a population ecology approach to evolutionary theory, the field is presented with the key issue of how to draw the boundaries between organizational forms and thus delimit populations. Despite this centrality, development of a cogent classificatory scheme that meets the demands of both the philosophy of science and social ontology has been elusive. In this paper I integrate the concept of natural kinds taken from philosophy of science with allegory to the ecological niche to formulate an Organizational Species Concept which accommodates these demands. I operationalize this framework through cluster analysis and an abductive process of exploratory science. This is applied to a unique national data set covering an emergent organizational form in food systems, the “food hub”, as a proof of concept. This application carries policy import for goals that center food hubs within initiatives to scale up local and regional food systems. Through this application, I show how determinations about organizational form and underlying populations can be made.

[view paper \(if available\)](#)

Managing the Identity-Size Paradox in Platforms: The Case of Platform Cooperatives

Finalist for the OMT Division Best International Paper Award

Author: **Jovana Karanovic**; Vrije U. Amsterdam

Author: **Hans Berends**; Vrije U. Amsterdam

Author: **Yuval Engel**; U. of Amsterdam

Platform organizations operate between two different competition logics: winner-takes-all, which prioritizes platform size, and distinctiveness logic, which prioritizes platform identity as a strategic dimension. While the platform strategy literature

their resources and capabilities. This paper has two significant contributions: Theoretically, it takes a performative lens to the RBV and thereby focuses on specifically on the resource-capability orchestrations of firms with performative outputs. Empirically, the paper is one of the first to apply a configurational methodology to identify these performative resource-capability orchestrations by investigating 124 performative Danish manufacturing firms and their investments and deployments of innovative technology resources and human-centred capabilities. The paper finds that there are differences in the orchestration of resources and capabilities based on the innovativeness of the firm’s outputs. Performative firms make heavy investments into and deployment of technologies, but only the configurations of the most performative firms additionally include investments into and deployments of specific human-centred capabilities. Important implications emerge in relation to what performativity theory can add to the original RBV and how a configurational methodology can operationalize this theory.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

has primarily focused on the former, outlining ways to quickly grow the network of users and complementors, it has largely ignored platform identity. A key challenge for platforms is, however, to manage tensions that arise when both size and identity constraints are present. To explore how strategic tensions between platform size and platform identity are manifested and what platforms do to address them, we employ a multi-case study of platform cooperatives – an organizational form that commences from a distinctiveness logic. We find that platform cooperatives deal with several size-identity tensions as they go through three core phases: (1) enacting identity as a vehicle for growth; (2) diluting identity to enable growth; (3) growth-enabled identity redefinition. Moving across these phases, we identify the underlying strategic activities that platforms use to navigate what we termed as the ‘identity-size paradox’. Overall, we contribute to the literature on multi-sided platforms, and particularly in regards to platform strategy, as well as to the broader platform economy literature. Keywords: platform strategy, new organizational forms, platform cooperatives, platform identity

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Situated Institutions: Exploring Place and Space in Institutional Dynamics (session 1499)

Place and space have long been the focus of studies of organizations (e.g. Bucher & Langley, 2016; Elsbach, 2004; Elsbach & Pratt, 2007; Tuan, 1974), but only recently are explored in institutional studies. For example, recent work examines the role of place in institutional change and maintenance on the organizational (Kellogg, 2009; Perkmann, McKelvey, & Phillips, 2019; Sibert, Wilson, & Hamilton, 2017), community (Marquis & Battilana, 2009; Rao & Greve, 2018), field (Cartel, Boxenbaum, & Aggeri, 2019; Furnari, 2014; Lounsbury, 2007; Mair & Hehenberger, 2014; Ziestma & Lawrence, 2010; Zilber, 2011; Zilber, 2018), or societal levels (Mair,

OMT

Social Movements and Social Activists (session 1500)

Does Investor Gender Matter? The Signaling Effect of Gender Homophily in Entrepreneurial Finance

Author: Kaisa E. Snellman; INSEAD

Author: Isabelle Solal; INSEAD

One proposed solution to closing the gender gap in venture capital is to encourage female investors to invest in female entrepreneurs. This paper explores how gender homophily affects the long-term success of male-founded and female-founded firms, defined as the continued ability to raise venture financing. Using longitudinal data on venture-backed firms in the United States and employing

2012). Recent studies also explore the role of place in reviving tradition (Dacin, Nasra, & Leithwood, 2009), voluntary standards adoption (York, Vedula, & Lenox, 2018), and in institutional work (Lawrence & Dover, 2015). Our symposium explores the situatedness of institutional dynamics. Through the presentation of a theoretical model and three empirical studies, we will discuss how place impacts the salience, resonance, strength, and scope of institutions. With an introduction to place at the beginning, discussant's comments, and a directed Q&A with audience participation at the end, this symposium will also explore the value of place to broader discussions about institutions.

The Spatial Nature of Institutions: A Taxonomy

Thomas J. Roulet; U. of Cambridge

Joel Bothello; John Molson School of Business, Concordia U.

Pierre-Yann Dolbec; John Molson School of Business, Concordia U.

Pay Attention to Sacred Places: How Reinforced Concrete Acquired Prestige

Melodie Cartel; UNSW Business School, Australia

Eva Boxenbaum; Copenhagen Business School

Sylvain Colombero; Grenoble Ecole de Management

Community-Based Field and Market Reemergence: The Novel Resurgence of Independent Booksellers

Ryan L. Raffaelli; Harvard U.

Turning Spaces into Places: The Primordial Soup of Cluster Genesis in The British Motorsport Valley

Paolo Aversa; Cass Business School, City U. London

Santi Furnari; Cass Business School, City U. London

Mark Jenkins; Cranfield U.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

matching methods, we find that female-founded firms backed only by female investors are two times less likely to raise additional capital compared to those whose first-round investors include male venture capitalists. We find no equivalent effect for male-founded firms. We propose that when female entrepreneurs receive funding from female investors, the market interprets this as an expression of diversity activism, rather than as a signal of quality. We test this explanation in an experimental setting and show that a female-female investment relationship produces a competence discount for the female entrepreneur, leading to lower evaluations of quality for female, but not male founders.

[view paper \(if available\)](#)

Tweet Storms as Social Movements? Managing Stakeholders in the Social Media Era

Author: Yan Chen; U. of Missouri

Author: Joel Andrus; U. of Missouri

Author: Rhonda K. Reger; U. of Missouri

The manner in which social movements influence firms has garnered significant research among organizational scholars. This research has suggested that secondary stakeholders, lacking direct access or power, influence firms through enlisting the support of elites such as the media to increase the salience and urgency of collective actions. However, social media provide secondary stakeholders additional tools to bypass traditional media elites in pressing their agenda. We first develop new theory to describe how collective actions organized using social media influence firms through multiple paths. Specifically, collective actions (e.g., email campaigns, petitions, threats of boycotts) can influence managers directly through reputation threats on social media and indirectly through primary stakeholders who can pressure managers to address the social media propagated issues. We then introduce a new model for firms to manage social movements emanating from social media. The theoretical and practical implications of our model are also discussed.

[view paper \(if available\)](#)

OMT

STR

ENT

Strategic Entrepreneurship, Mobility, and Performance (session 1509)

In this proposed presenter symposium, we take stock and explore how we can broaden our understanding of the impact of mobility on entrepreneurial entry, growth, and performance. Participants in this proposed symposium will present their latest work in this domain. They will also discuss the challenges, gaps, and opportunities related to research on mobility and entrepreneurship. The overall goal of this proposed symposium is to integrate dispersed literature on mobility, entrepreneurship, and strategy, and to sharpen our understanding of how mobility enables and constrains new organizations and their emergence, growth, and performance.

Off to a Great Start! "Start-Offs" and Performance

Elise Lee; U. of Oxford

Teppo Felin; U. of Oxford

Entrepreneurship and Wage Inequality

Aleksandra Joanna Kacperczyk; -

External Knowledge Sourcing and Employee Mobility Barriers

Deepak Somaya; U. of Illinois at Urbana-Champaign

Dragged Kicking and Screaming: Human Capital and Mobility into Entrepreneurship

Russell Coff; Wisconsin School of Business

Asynchronous

PRACTICE

INTERNATIONAL

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ONE

Sustainability Standards (session 1511)

Drivers and Barriers to Participation in Voluntary Environmental Programs: A Meta-Analysis

Author: **Pete Tashman**; UMass Lowell

Author: **Svetlana Flankova**; U. of St. Gallen

Author: **Marc Van Essen**; U. of South Carolina

Author: **Valentina Marano**; Northeastern U.

We meta-analyze research on the antecedents of firm participation in voluntary environmental programs (VEP) to better understand why firms to join these environmental self-regulations initiatives. Most existing studies consider singular programs and their idiosyncrasies, and arbitrary sets of institutional or resource-based motivators of business participation. Further, they overlook factors that discourage participation. Our meta-analysis of 119 studies and 21 VEPs addresses these gaps by testing a comprehensive model of institutional and resource-based motivators of VEP participation, and VEP governance characteristics that discourage participation by increasing firms' adoption and compliance costs. Our results confirm that VEPs tend to attract firms when environmental institutional pressures are higher, and when firms have complementary resources to VEP participation. Further, they suggest that strictly governed VEPs discourage participation when normative and cultural-cognitive institutional pressures are higher, and when firms have prior experience with VEPs. Our study helps answer the question: "Why do firms join VEPs?"

view paper (if available)

Mind the Other Gap: Means-Ends Decoupling of Environmental Certification

Designated as a "Best Paper" for ONE

Author: **Hyeonjin Cha**; U. of Oregon

Author: **Sangchan Park**; KAIST College of Business

The importance of environmental certification in the

realm of corporate sustainability has been widely discussed, but existing literature has mostly focused on the gap between adopting and implementing certification. We suggest that prior studies have neglected the actual goals and outcomes of environmental certification, and that the notion of means-ends decoupling clearly explains the gap between them. That is, environmental certification schemes are duly implemented and evaluated, yet such activities are not linked to enhancing environmental performance and moving towards accomplishing sustainable development. Using empirical data from the Korean Green Certification, a government program for formally recognizing sustainable technologies, the study finds that the duration of certification is a key source of variation in the outcomes of implementing certification. The findings also show that the effect of certification duration is negatively moderated by the degree of implementation efforts. Implications for organization studies and environmental policies are discussed.

[view paper \(if available\)](#)

Transparency and Secrecy: Corporate Information Strategies Under Competitive & Stakeholder Pressure

Author: **Patrick J. Callery**; Sprott School of Business, Carleton U.

Stakeholders increasingly pressure firms for action and performance along issues of concern; transparency is a primary mechanism by which firms communicate about these issues with stakeholders. But firms face a tension between satisfying stakeholder demand for greater transparency and maintaining secrecy when those relevant issues are focal to firm motives for information asymmetry or competitive advantage. This study addresses different strategies firms employ to balance stakeholder and competitive pressures for greater transparency with maintaining secrecy. We develop a typology of secrecy strategies along dimensions of non-financial performance with general relevance to multiple stakeholder groups, hypothesize several antecedents of these strategies, and test those hypotheses using rigorous empirical analyses of firm participation in a prominent voluntary disclosure mechanism. Findings indicate

that firms employ different modes of secrecy strategies depending on the prevalent modes of external pressures for transparency. The study contributes to extant theory in competitive secrecy and transparency strategies, and provides insight into nature of secrecy strategies for non-financial information disclosures.

[view paper \(if available\)](#)

Moral or Pragmatic Legitimacy? Examining Firm Actions to Reduce Carbon Emissions

Author: **M Ishrat N. Ali**; Rockhurst U.

Author: **Sanwar A. Sunny**; U. of Baltimore

Author: **Griffin Cottle**; U. of Missouri, Kansas City

Author: **Rashedur Chowdhury**; U. of Southampton

We examine the conditions under which firms are likely to enact carbon emission reduction projects. To this end, we build upon and advance the stakeholder and issue salience framework by extending it to moral and pragmatic legitimacy of carbon emission reduction claims. To test the importance of moral and pragmatic legitimacy of these claims, we build a unique dataset of 1172 firm-year-panel observations and find that pragmatic legitimacy of claims has a higher and significant relationship to firm actions in reducing carbon emissions.

[view paper \(if available\)](#)

Substainability: Integrated Strategy and the Design of Industry Sustainability Standards (WITHDRAWN)

Author: **Thomas Peyton Lyon**; U. of Michigan

Author: **A. Wren Montgomery**; Ivey Business School

Author: **Jenifer Lynn Robertson**; U. of Western Ontario

In many markets, social movement organizations design private standards and certification systems as a way to improve an industry's social or environmental performance. As the market share of these systems grows, incumbents often fight back by creating competing standards, and many markets now face a bewildering proliferation of standards. The literature offers a number of accounts of standards competition, but with outcomes that vary widely and no coherent theoretical account that can

explain the wide range of outcomes. In order to gain a deeper understanding of competing standards, we conducted a qualitative study of sustainability standards in the North American wine industry, where proliferation of standards is rampant. Building on our qualitative findings, we develop a theory of how industry standards-setting entities choose the breadth, prescriptiveness, stringency and opacity of their labels. Our theory builds on work in economics and political science and argues that incumbents design industry standards with both market and nonmarket objectives in mind. First, they attempt to undercut consumer demand for movement-driven standards by crafting industry standards that can gain wide adoption. Second, they attempt to forestall external community and regulatory pressure by presenting a broad coalition of self-regulating industry participants. Both motivations drive the industry to attract wide participation through standards that are strategically broad, non-prescriptive, lax, and opaque.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

ONE

Sustainable Innovation 2 (session 1510)

User-Perceived Value and Network Effects: A Study about Environment-Oriented Business Platforms

Author: **Diego Gama Amaral**; Fundação Getulio Vargas - EAESP

Author: **Renato J. ORSATO**; Fundação Getulio Vargas - EAESP

The emergence of business platforms has been motivated by cost reduction of data processing combined with the diffusion of the internet and mobile technology. Due to the potential to generate network effects, this technological improvement associated with sustainability goals became a key driver for business model innovation. While the literature about network effects addresses the concept of value only superficially, studies about

OSCM

IT Enabled OSCM (session 1513)

Supply Chain Financing, IT Infrastructure Intensity, and Firm Performance: An Empirical Investigation

Author: **Suwendu Naskar**; Indian Institute of Management, Calcutta

Author: **Palash Deb**; Indian Institute of Management Calcutta

Author: **Preetam Basu**; Indian Institute of Management, Calcutta

Author: **Anup Kumar Sen**; Indian Institute of Management, Calcutta

As markets have evolved in an increasingly complex and globalized world, the rapidly transforming capabilities of Information Technology (IT), and its effects on firm performance, have come into sharper focus. Prior studies have established that IT capabilities can have varying degrees of influence on

customer-perceived value in digital economies are inconclusive. Overall, how these research fields relate to each other remains unclear. Therefore, the study presented in this article focused on the interface of the literature about business platforms, network effects, and customer-perceived value, in an environmental sustainability scenario, with particular attention to the impacts of food waste. The research addressed the following question: When do business platforms directly contribute to environmental sustainability in B2B markets? Based on multiple case studies of Brazilian platforms, the results allowed us to formulate three propositions about the contribution of business platforms to environmental sustainability in the B2B market (called environment-oriented business platforms or eco-platforms). First, eco-platforms mediate transactions to reduce market friction and environmental impacts. Second, eco-platforms offer strategic and economic benefits to business users. Third, business platforms and eco-platforms stimulate positive network effects when benefits perceived by buyers and suppliers are higher than sacrifices. The findings provide evidence for platform owners to attract and retain buyers and suppliers due to the stimulus of certain benefits and minimization of sacrifices.

[view paper \(if available\)](#)

Sustainability-Oriented Innovation with Stakeholders: Achieving System Level Impacts

Author: **Jennifer Goodman**; Audencia Business School

Author: **Jouni K. Juntunen**; Aalto U.

Author: **Minna Halme**; Aalto U. School of Business

Given the centrality of innovation to addressing grand societal challenges, this paper uses a Europe wide data set to identify conditions for sustainability-oriented innovation (SOI). Such challenges cannot be resolved by firms alone but rather in collaboration with stakeholders within the innovation process. Using the focus of 'doing good by doing new things with others' we connect the often technical orientation of SOI research to a relational account of stakeholder collaboration in innovation. We operationalise different measures to distinguish innovation leading to incremental or

firm performance. Moreover, a firm's IT capability can influence several intermediate variables that in turn impact firm performance. We use the Resource Based View (RBV) to add to the literature on how financial supply chain management affects performance, and how IT infrastructure intensity moderates this relationship. Using data on US-based manufacturing firms, we analyse four firm level supply chain finance components, namely, Days inventory outstanding (DIO), Days payables outstanding (DPO), Days sales outstanding (DSO) and Cash Conversion cycle (CCC). Our results indicate that IT infrastructure intensity has a salutary moderating effect on the DIO-performance, DPO-performance and CCC- performance relationships. We can therefore infer the importance of IT infrastructure intensity as a critical resource that complements a firm's financial supply chain management capabilities.

[view paper \(if available\)](#)

Which is More Effective for Platform Performance: Punishments or Incentives?

Author: **Wei Gao**; Southwest U.

Author: **Yi Liu**; Shanghai Jiao Tong U.

The success of online third-party business-to-business (B2B) platforms relies heavily on simultaneous governance of both sellers and buyers. This study examined and compared the effects of punishments and incentives on seller's opportunism toward platforms, buyers' trust in platforms, and platform performance using data from B2B platforms in China. The results show that punishments (both severity and speed) and incentives toward sellers are negatively related to sellers' opportunism toward platform. The effect of punishment severity is greater than that of punishment speed or incentives on curbing seller opportunism, and the effect of punishment speed is not significantly different from that of incentives. The findings also reveal that both punishment severity and speed toward sellers are positively related to buyers' trust in platform, although their effects are not significantly different from each other. Additionally, incentives toward buyers do not significantly affect buyers' trust in platform, and both punishment severity and speed have a greater

system level impact, bringing the latter to an empirical level. The use of qualitative comparative analysis (QCA) reveals a causal complexity behind SOI. Our findings identify concrete configurations of firm-stakeholder collaboration associated with incremental and system level impact. We demonstrate the influence of timing and stakeholder selection on the innovation outcome. In this way we contribute to understanding how and when collaborating with stakeholders can bolster the system level impacts of innovations and enlighten the future for organisations and institutions faced with grand societal challenges.

[view paper \(if available\)](#)

Supporting Business Model Innovation for Sustainable Development

Author: **Philipp Trotter**; U. of Oxford

Author: **Aoife Brophy Haney**; U. of Oxford

Meeting the sustainable development goals requires transformation across multiple systems from energy to food and mobility. In order for transformative change to be delivered, policymakers are challenged with directing innovation in much more proactive ways than they have been accustomed to in the past. They are also being challenged to intervene in the implementation phase of innovation and not just early support stages of technology invention and development. Supporting business model innovation (BMI), which is a concept that connects directly to implementation of technologies and new ideas, offers a means for policymakers to meet these goals. But we know very little from existing literature on BMI and sustainability transitions about how policies should be designed in a way that enables BMI for sustainable development. In this paper we draw on the policy mix and business model literatures to understand how BMI can best be supported by policy to enable transformative change. We study the context of off-grid energy in sub-Saharan Africa (SSA) where we observe the emergence of an innovative business model we refer to as Integrated Development (ID). We analyse how the ID model has emerged by conducting 50 interviews with different actors in the off-grid sector. We find that there are tensions for policymakers in setting sector-specific and society-wide strategies.

effect than buyer incentives on building buyer trust. These findings not only make novel theoretical contributions to the B2B platform and governance literature by exploring platforms' triadic governance issue but also provide valuable practical suggestions for platform managers.

[view paper \(if available\)](#)

E-commerce and E-supply Chain Resources and Capabilities in the Fashion Industry: A Dynamic View

Author: **Lapo Mola**; SKEMA Business School

Author: **Barbara Gaudenzi**; U. of Verona

Author: **Cecilia Rossignoli**; U. of Verona

This exploratory and longitudinal research has been developed from the perspectives of the Resource-Based View (RBV) and Dynamic Capabilities (DC) theories to address how fashion companies configure their supply chain e-business models and which are their distinctive resources and capabilities, focusing particularly on the e-commerce network configuration. A longitudinal multiple case study, based on a pilot test and in-depth interviews with 35 interviewees collected over 2011–2019 at four Italian fashion companies, is used to explore the evolution of the pathways of supply chain e-business models, e-commerce and core capabilities. Results indicate that these evolutions were driven by the optimization of a mix of six core capabilities and dimensions: network structure and flows, relationship governance capabilities, exploitation of information asymmetry, service architecture, core logistics capabilities, Customer Relationship Management capabilities and digital capabilities. Three evolution pathways have been identified —“abandon,” “vertical integration,” and “supply chain orchestration”— driven by product or brand. Given the results of this exploratory study, a framework has been developed, providing an initial study for investigating the evolution of e-commerce using the lens of the RBV and DC theories.

[view paper \(if available\)](#)

Ultimately both are required to achieve transformation but the ways in which they are combined can play an important role in the business model innovation that emerge.

[view paper \(if available\)](#)

A Critical Review of 'Sustainability' Assumptions in the Transitions Literature

Author: **Ebru Susur**; U. Politécnica de Madrid
Author: **Emrah Karakaya**; KTH Royal Institute of Technology

The research on sustainability transitions addresses globally pressing sustainability challenges. However, the scholars in the field tend to use the term 'sustainability' without reflexivity, often implicitly assuming that the studied transition cases contribute to sustainability. In order address this blind spot, we propose a reflexive critical inquiry framework and review a set of systematically selected cases following this framework. Our review shows that the potential source of unsustainability and alternative sustainability solutions are often overlooked. Moreover, the sustainability-effects beyond the case boundaries are typically not reflected, and trade-offs among social, economic and environmental sustainability are mostly not considered. Finally, a relational consideration of actors is often missing, and time notion has been mostly approached in a linear way. Thus, we urge future transition studies to have a reflexive critical inquiry on the sustainability assumptions and, therefore, suggest our framework as the starting point.

[view paper \(if available\)](#)

Innovation-as-Maintenance – A New Perspective on the Relation Between Innovations and Institutions

Author: **Lea Fuenfschilling**; Lund U.
Author: **Herman Ivar Stål**; School of Business, Economics and Law U. of Gothenburg

Innovation is currently often seen as a panacea for all of today's 'grand challenges', such as climate

Enhancing Transparency in the Supply Chain: An Information Processing Perspective

Author: **Dominik Roeck**; U. of St. Gallen
Author: **Erik Hofmann**; U. of St.Gallen
Author: **Dale Stewart Rogers**; Arizona State U.

While nowadays' need to enhance transparency in supply chains (TSC) seems undisputable, supply chain management (SCM) scholars and practitioners lack an operationalization of the phenomenon and a clear understanding of how to enhance TSC. This study aims to address this need by applying a multiple case study design with 24 awarded or industry-wide good practice solutions to disclose how focal companies can enhance TSC. Drawing on information processing theory (IPT), this study contributes to the understanding of the phenomenon by placing TSC in context and identifying 29 TSC determinants that have to be attained in order to enhance TSC. The study reveals that although the targeted effect of enhanced TSC is mainly beneficial for the focal company, it requires all relevant supply chain partners to enhance TSC. By presenting the TSC determinants that are required on an intra-firm and inter-organizational level to enhance TSC, we elaborate IPT in the context of TSC.

[view paper \(if available\)](#)

Scalability in Platforms for Local Groceries: An Examination of Indirect Network Economies

Author: **Lina Wang**; W. P. Carey School of Business, Arizona State U.
Author: **Elliot Rabinovich**; Arizona State U.
Author: **Timothy Richards**; W. P. Carey School of Business, Arizona State U.

Despite a significant rise in consumer interest in local food, supply constraints limit consumer access to these products in many markets. Online platforms for local foods may help solve these constraints. However, there is no empirical research on the economic viability of these platforms. We study this problem by analyzing a two-sided platform subject to indirect network effects. Our analyses reveal the existence of these indirect network effects, as consumers prefer a variety of local vendors and vendors derive greater surplus

change and other persistent problems related to sustainability. Underlying this belief is the assumption that innovation, especially when radical enough, brings relevant change. In this paper, we problematize this assumption by shedding light on the role of innovation for maintenance and stability. Drawing on innovation studies and organizational institutionalism we suggest that the question of change versus maintenance is often a matter of level of analysis, which we go on to show through two empirical case studies of radical innovation. By conceptualizing innovation-as-maintenance, we offer a more nuanced discussion on the role of innovation for societal change and sustainability.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

from greater consumer demand. Therefore, platforms like the one we analyze may serve as viable alternatives for the commercialization of local groceries, and could provide greater access to local products. Importantly, however, our analysis also reveals the existence of significant non-linearities in the strength of indirect network effects. These are due to the attraction of consumers to the platform marginally decreasing in the number of local vendors and to the existence of marginally increasing delivery costs as more of these vendors join in. As a result, indirect network economies are subject to a cap imposed by the number of vendors participating in these platforms. Through counterfactual simulations, we offer policy recommendations on how to alleviate this constraint.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OSCM

Project Management (session 1512)

Microprocesses' Absorptive Capacity Systematization for Knowledge Identification in Project Management

Author: Alan Tadeu De Moraes; U. Nove de Julho - UNINOVE - São Paulo

Author: Luciano Ferreira Da Silva; U. Nove de Julho - UNINOVE - São Paulo

Author: Paulo Sergio G. De Oliveira; U. Anhembi Morumbi

This study aims to describe how the microprocesses of the Absorptive Capacity acquisition phase contribute to the identification of knowledge in project management. To this end, an exploratory and descriptive qualitative research was adopted, with 15 in-depth interviews with professionals who have more than five years of experience with projects. In the interviews were identified microprocesses present in the phase of acquisition of Absorptive Capacity that contributes to the knowledge identification in Project Management. These microprocesses were grouped into three

PNP

Performance Measurement and Management - 3 (session 1514)

Transparency, Performance, and Accountability: Handling Disagreements among Institutional Principals

Author: Yousueng Han; Yonsei U.

Author: Shui-Yan Tang; U. of Southern California

Transparency has been assumed to enhance government accountability. Recent studies, however, have suggested complex relationships between transparency and various accountability mechanisms. By conducting new empirical analyses on the Program Assessment Rating Tool (PART) during the Bush Administration, we found that both management transparency and result transparency led to increased presidential budget allocations only when transparency contributed to higher performance ratings. Result transparency, but not management transparency, directly affected congressional budget allocations. Result transparency also reduced the differences between presidential and congressional budget allocations;

groups called (i) events, (ii) social interaction and (iii) the use of tools and techniques. As contributions, besides the microprocesses identified in the practices reported by the interviewees, this study presents a systematization of how the knowledge identification occurs in the context of project management, which allows organizations to interfere in their processes and activities with the microprocesses that best fit them to the reality of projects according to their complexity, criticality or innovation.

[view paper \(if available\)](#)

An Effective Risk Mitigation Plan: A Benefits-Oriented Model

Author: **Elham Merikhi**; Australian National U.

Author: **Mehdi Rajabi Asadabadi**; Australian National U.

Author: **Ofer Zwikael**; Australian National U.

Projects are generally associated with unexpected events that may pose a risk to project success. To manage risk, a selection of mitigation actions (i.e., a risk mitigation plan) can be considered. The importance of developing models to select the most effective set of mitigation actions can be discerned from the growing literature in the field. However, the existing models mainly identify the selection of mitigation actions that reduce uncertainty with regard to the project's output-related criteria, i.e., time, cost and scope, and neglect the project's long-term objectives, i.e., project benefits. This paper addresses this drawback and for the first time, introduces to the literature a benefits-oriented model capable of identifying the optimal selection of mitigation actions. Based on expected utility theory we developed the project evaluation map to assess project attractiveness considering two dimensions: project risk and project return (project return is a function of project cost and benefits). This study brings a new insight to project risk management by suggesting a risk mitigation plan that most enhances the likelihood of delivering the project's long-term objectives.

[view paper \(if available\)](#)

this effect was larger for discretionary programs. During divided governments, management transparency also contributed to reducing the differences between presidential and congressional budget allocations. These findings show the importance of institutionalizing both transparency and performance evaluation at the same time as a way to improve accountability and reduce conflicts between institutional principals responsible for holding government agencies accountable.

[view paper \(if available\)](#)

Red Tape, Organizational Performance, and Employee Outcomes: A Meta- Analysis

Author: **Bert George**; Ghent U.

Author: **Sanjay K Pandey**; George Washington U.

Author: **Bram Steijn**; Erasmus U. Rotterdam

Author: **Mieke Audenaert**; Ghent U.

Author: **Adelien Decramer**; Ghent U.

Due to the legacy of the Weberian bureaucracy, bureaucratic red tape (BRT) is omnipresent in public organizations. While the procedures underlying BRT might have been stipulated to ensure equal and fair treatment of citizens, too many procedures become counterproductive. Indeed, there is widespread consensus among public administration scholars that BRT carries negative consequences. Nevertheless, there is a lack of research synthesis on the topic. We conduct a meta- analysis of 90 correlations from 26 public administration articles and ask: What is the impact of BRT on organizational performance and employee outcomes, and which conditions moderate this impact? Our meta-analysis finds that BRT has a significant, negative and small-to-medium impact on organizational performance and employee outcomes. Meta-regression shows that BRT is less harmful to organizational performance in E.U. compared to U.S. samples and in public organizations compared to private organizations. Moreover, external BRT is less harmful to organizational performance than internal BRT.

[view paper \(if available\)](#)

The Performance Effects of Project Status Misreporting

Author: **Carsten Kaufmann**; Technische U. Darmstadt

Author: **Alexander Kock**; Technische U., Darmstadt

Project steering committees and portfolio boards regularly receive project reports that include the current status of each project, with the projects' health being communicated in form of traffic lights (red, amber, green). This process of status reporting enables decision-makers to efficiently capture the central project status. However, this process is very error-prone, since the project status is subjective and project managers might intentionally choose to misreport the status. Optimistic biasing refers to presenting the status as better, pessimistic biasing refers to presenting the status as worse than it actually is. In this study we investigate the performance effects of status misreporting on project's future development using a sample of 46,474 project status reports from 1,229 projects. Surprisingly, and in contrast to previous literature, we find that optimistic biasing is positively and pessimistic biasing is negatively related to future project margins. Furthermore, the results show that the effects of misreporting diminish over the course of a project and that continuous misreporting negatively moderates the relationship between performance and both types of misreporting.

[view paper \(if available\)](#)

Flow as a Predictor of Project Success

Author: **Michael John Glovis**; Lawrence Technological U.

Author: **Matthew Lawrence Cole**; Lawrence Technological U.

Author: **Jacqueline M. Stavros**; Lawrence Technological U.

Projects are the vehicles by which organizations achieve their overarching strategies. Projects initially were external to the traditional organizations (e.g., construction of a new office building versus an accounts payable function). Rapidly advancing technology, aggressive global competition, shortened delivery cycles and the global economic business environments have rendered delivering

How Leadership and Management Practices Promote Positive Work Behaviors among Public Employees

Author: **Byeongjo Kim**; California State U., Chico

Despite considerable research on ?relational? management practices such as transformational leadership and participative management, little is known regarding the mechanism through which these relational management practices motivate public employees to cultivate positive work behaviors. We examine how transformational leadership and participative management spark public employees to be engaged in their job, which in turn lead to higher organizational citizenship behavior and lower turnover intention. By identifying the ?affective psychological mechanism of engagement that links relational management practices and positive work behaviors, this study offers insights into the role of relational management practices.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

successful projects paramount to an organization's existence. Utilization of projects to successfully deliver both internal and external outputs is ever more important. Contributing to this movement are improved systems and software, management techniques and availability of trained professional project managers. These factors are increasing the speed and delivery of successful projects. Advanced tools, techniques and methodologies are of critical importance in the world of project management. Unfortunately, a high percentage of projects still fail to meet their stated objectives even with the advent of advanced project techniques and tools. Of crucial importance is the human element. Project activities are performed by people. The individuals in a project scenario carry the flag for success or the torch for failure. This actual experience begs the question: What can be done to improve the likelihood of projects achieving their stated objectives? It is in this context that the concept of flow is introduced. Flow is defined as that moment of human engagement when results exceed expected norms, time loses relevancy, and individuals operate at an optimal level of human performance. This manuscript describes flow, its effect on project success, and how it can be cultivated in a project environment.

[view paper \(if available\)](#)

The Role of Boundary Spanners in Knowledge Sharing within Inter-Organizational Projects

Author: **Mehrnoush Sarafan**; U. of Bath and Cambridge U.

Author: **Benn Lawson**; U. of Cambridge

Sharing knowledge among multiple organizations is key to addressing adaptation challenges and unforeseen issues involved in the delivery of complex projects. While much research has focused on governance and institutional factors within these projects, less attention has been paid to individual boundary spanners, who act as gatekeepers for the transfer of knowledge to other organizations. We draw on self-determination theory to examine how the mode of governance (shared versus lead) and motivational climate (mastery and performance) affects psychological needs satisfaction, and ultimately, boundary spanners' knowledge sharing

motivation. Results from a behavioral experiment of 256 managers shows that shared versus lead modes of governance enhance knowledge sharing through psychological needs satisfaction. Moreover, while mastery climate facilitates the needs satisfaction and consequently, boundary spanners' knowledge sharing motivation, the results do not show a significant effect of performance climate on knowledge sharing.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SAP

Strategizing Roles and the Strategy Profession: TMT, Middle Managers and the Board of Directors (session 1515)

The Drivers for Intraprofessional Status Differences – The Case of Strategy Professionals

Author: Anna Plotnikova; Vrije U. Amsterdam

Although strategy often recognized as a profession, the ambiguity of required expertise, variety of involved actors' identity, and high dependence of professional conduct on organizational context challenge the professionalism of strategy profession. On top of that, the multiplicity of roles that corporate strategists perform points out to the potential of intraprofessional division of labour while strategic management literature often treats corporate strategist as a homogeneous group of organizational actors. This study aims to understand the roles and relevance of corporate strategy professionals. We report a longitudinal case study of the corporate strategist teams in a large telecommunication organization Telco in the period of strategic transformation. Our study suggests the heterogeneity of strategy teams and provides attributes of intraprofessional differences namely the perceived value of distinct group expertise, level of task complexity, opportunity to influence strategy, and access to the communication channels with TMT. Besides that, we demonstrate that jolts in the

SIM

OMT

PNP

How Do We Do Good While Doing Well? Studying the Consequences of Markets in Tackling Social Problems (session 1517)

The Business of Health: Identifying and Overcoming Barriers to the Success of Health Enterprises

Emily Barman; Boston U.

The Role of Interpersonal Interactions in Shaping Social and Economic Development

Laura Doering; U. of Toronto

Meeting the Needs of the Poor

Aneel Karnani; U. of Michigan, Ann Arbor

Understanding Impact Investing: A New Categorical Imperative

Tyler Wry; The Wharton School, U. of Pennsylvania

Asynchronous

INTERNATIONAL

THEME

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

strategy-making process have varied effects on perceived intraprofessional status of strategy teams. Finally, we explain the distinction between strategic planning and strategic issue work and how participation in these activities relates to the attributes of intraprofessional status.

[view paper \(if available\)](#)

Constructing Participation to Strategic Threat

Author: **Sarah Woolley**; Warwick Business School

Author: **Graeme Currie**; U. of Warwick

Top Management Team involvement in strategizing is assumed and undertheorized, despite the problematic contexts that they present for organizational strategizing. We address this by investigating how a top management team construct participation as they develop their strategizing responses to mediate threats in their external environment. Through an ethnographic field study, we show that the TMT organized participation situationally, according to the alternate configuration of three interconnected practices, boundary defining; commitment assigning and conversation constructing. Our analysis revealed three patterns of participation, retro-active participating proactive participating and contested participating, which were associated with the emergence of different strategizing responses. We found that these practices emerged from the group's negotiations related to the interplay between expectations present in the TMT's external organizational environment, their shared group concerns and their individual accountabilities and expertise. We contribute by showing the situated dynamics of TMT participation, through the alternate selection, integration and performance of practices, in relation to their localised group organizing context and the wider social structures, in which they are embedded.

[view paper \(if available\)](#)

You are Who I Say You are and You Do What I Say You Do: The TMT as Co-Constituted by Middle Manager

Author: **Elena Tavella**; Roskilde U.

Author: **Jane Kirsten Le**; WHU - Otto Beisheim School of Management

This practice-theoretical paper explores how the dynamic interface of top management and middle managers (TMT-MM interface) co-constitutes TMT strategizing. Using the notion of strategic concept, our 12-month inductive case study of the TMT-MM interface at an elite Scandinavian organization explores how the interface co-constitutes TMT strategizing by (i) constructing the 'TMT' in relation to different strategic initiatives, (ii) formulating action expectations, and (iii) proposing or dictating TMT action. We highlight the critical role of communicative practice in the process, with constructive communicative practices leading to indirect TMT strategizing by proposing TMT action, while destructive communicative practices lead to direct TMT strategizing by dictating action. We contribute to the literature on upward strategizing by going beyond influencing to interfacing; we contribute to the literature on strategic concepts to show that different types of strategic concepts exist (content-, process-, and relationship-based) and can influence organizational activity and practice differently. We also demonstrate that concepts are mobilized and contextualized differently as they are employed in specific contexts, and can have effects that go beyond mere sensemaking and legitimizing.

[view paper \(if available\)](#)

Risk as Threat and Opportunity: The Institutional Logics of Board Risk Management

Author: **Simon Ashby**; Vlerick Business School

Author: **Cormac Bryce**; Cass Business School

Author: **Patrick Ring**; Glasgow Caledonian U.

Organisations make strategic decisions in a world of uncertainty, and their success or failure depends on their ability to organize this uncertainty and exploit or mitigate the associated risks. At the apex of this risk-strategy nexus is the board of directors. We use the institutional logics perspective to investigate how board directors make sense of and act on their authority and accountability for risk management in an environment of conflicting social identities and goals that are bounded by limited resources and

cognition. Through the analysis of 30 semi-structured interviews with executive and non-executive directors we find that boards are struggling to reconcile competing supra-organisational logics of 'risk as opportunity' and 'risk as threat'. Many boards adopt a 'governance and compliance' logic for risk management, emphasizing threat reduction/value protection over the exploitation of opportunities/value creation. A very few opt for a 'strategic-swashbuckling' logic that gives primacy to value creation via opportunity exploitation. We also find evidence of a nascent 'appetite aware' logic, rooted in the object of the risk appetite statement and spread by directors acting as cultural entrepreneurs. Discovery of the appetite aware logic adds to the evidence on logic modularisation and the ability of cultural entrepreneurs to act as change agents by transferring elements of institutional orders from one situation to another. We find that the introduction of a risk appetite statement can influence board risk narratives and management practices.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

SIM

Social Performance and Financial Performance (session 1516)

Corporate Social Performance in Emerging Economies: The Moderating Role of Internationalization

Author: Irene Margaret; KU Leuven

Author: Ernst Verwaal; KU Leuven

Author: Frederiek Schoubben; KU Leuven

Institutional voids in emerging economies has been well known as an important factor that lowers the inclination of MNEs to devote their resources in the social domain. We however submit that internationalization encourages the deployment of resources for corporate social performance, even in a weak institutional environment. Integrating the

STR

A New Dimension: The Impact of Institutions on Firm Search (session 1519)

Do Political and Social Ties in China Blunt the Impetus of Problemistic Search?

Author: Qiang Gu; Yonsei U.

Author: Kyung Min Park; Yonsei U.

We develop a contingency model that predicts how political and social network ties affect technological search (R&D expenditures) when key decision makers in firms are confronted with negative performance feedback. We propose that in a negative performance discrepancy context, a firm engaged in less technological search when decision makers had a high proportion of political

concept of slack and legitimacy spillovers, we argue that the willingness to invest corporate resources into socially responsible activities is contingent on the company's level of control, the expansion direction of business group to which the company belongs, and the degree of global competition. Using longitudinal dataset of 553 publicly listed companies in Asian emerging economies, we find that vertical expansion orientation and presence of foreign competition positively modify the relationship between available slack resources and corporate social performance. While we do not find statistical support for structural control, we observe that the ability to exercise control within the business group potentially creates a negative impact on resource commitment for corporate social performance. We highlight the implications of our findings for policy makers and future research on emerging economies and emerging market multinationals.

[view paper \(if available\)](#)

Social Business Hybrids' Diversification: Effects on Socioeconomic Combined Performance

Author: **Luca Mongelli**; IESE Business School

Author: **Francesco Rullani**; Ca' Foscari U., Venice

Author: **Antonino Vaccaro**; IESE Business School

Author: **Pietro Versari**; Rotterdam School of Management, Erasmus U.

Existing organizational research has extensively investigated how SBHs can preserve their hybridity but has so far provided a limited understanding of the strategic choices undertaken by these kinds of organizations, for example when they diversify in different fields of intervention. Depending on their differentiated or integrated nature, this may impact differently on their combined, socio-economic, performance. In this paper we investigate the case of the integrated SBHs, where social impact and economic returns are pursued through the very same activities and processes. We take the stance coming from the complexity theory of the organization and argue that the interdependence between the social and the commercial dimensions of integrated SBHs rises the overall organizational complexity, adding up to the complexity due to diversification, hindering the combined socio-

involvement (personal political ties) or when the firm was majority-owned by the state (organizational political ties). Similarly, when more decision makers were embedded in the board interlock network (social ties), firms undertook less technological search as a consequence of confirming beliefs by decision makers. Using longitudinal data on listed firms operating in the Chinese manufacturing industry from 2007 to 2017, the empirical findings are consistent with our baseline prediction (problemistic search) and moderation-effect predictions. This research forms linkages between network ties and performance feedback. The moderating roles of political and social ties on problemistic search also provide practical implications for both managers and policy makers.

[view paper \(if available\)](#)

A Closer Look at Problemistic search: Understanding Strategic Change and Change Enablers Among VCs

Author: **Jake Duke**; Kansas State U.

Author: **Taha Havakhor**; Fox School of Business, Temple U.

Author: **Rachel W. Mui**; Kansas State U.

Author: **Owen Nelson Parker**; UT Arlington

Despite the many advances in the Behavioral Theory of the Firm (BTOF) literature regarding the outcomes of problemistic search, most research has utilized only one search outcome and treated change as unidimensional. Furthermore, research that addresses how firms identify and select appropriate solutions also remains scant. In this study, we first take into consideration the importance of treating change as multidimensional in nature, and incorporate networks theory to explain how a firm's network structure can differentially affect problemistic search beyond our current understanding. Utilizing the venture capital (VC) industry as our context and a longitudinal panel of 718 VCs from 2010 to 2015, our results indicate that firms can change in specific strategic directions (i.e., portfolio shift as opposed to portfolio entrenchment), and such changes can be further facilitated by their network.

[view paper \(if available\)](#)

economic performance. We further advance that the same level of complexity affects also the balance between the social and the commercial components of the combined performance, implying a specific role of diversification on the capability of the SBH to keep its mission and avoid, or foster, its mission drift. We test these and verify predictions by using data from the ISTAT 2011 census of the “Terzo Settore”, the Italian Social Sector.

[view paper \(if available\)](#)

Social Enterprises vis-à-vis Commercial Enterprises: Growing Slower but Surviving Longer

Author: **John Callaghan**; Imperial College Business School

Since the financial performance of social enterprises may affect or reflect their social impact performance, it is important to consider. As a first step, I compare the financial performance of social enterprises with that of commercial enterprises. I take a matched sample approach, using data about social and commercial enterprises in the UK. I find that social enterprises have lower mean revenue growth and total assets growth rates than commercial enterprises. Yet social enterprises also have higher survival rates, indicating that, on average, they live longer than commercial enterprises. I discuss implications of these findings for practice.

[view paper \(if available\)](#)

Prosocial Values as a Source of Competitive Advantage: Insights from B2B Cleaning Services

Author: **Anders Brostrom**; KTH Royal Institute of Technology, Dept of Industrial Economics and Management

Author: **Andra Riandita**; KTH Royal Institute of Technology

This paper investigates customers' valuation for prosocial services offered in a business-to-business relationship, specifically the cleaning service industry in Sweden. Through an experimentally oriented survey of service purchasing activity, we

Impacts of National Congruence and Incongruence on International Joint Venture Completion

Author: **Chi Ma**; Tsinghua U. School of Economics and Management

Author: **Xinran Joyce Wang**; U. of Missouri

Author: **Shu Deng**; U. of Texas at Dallas

Author: **Jiyu WANG**; U. of Texas at Dallas

How do repeated ties influence the international joint venture (IJV) completion? We address this question by considering the joint influences of repeated ties held by foreign and local firms and incongruence/congruence between countries. Repeated ties have been often viewed as an advantage of JV partners, which may help complete the announced IJV deal by the same partners. We argue that the impact of repeated ties on IJV completion depends on whether it meets or violates expectations held by the host atmosphere. Repeated ties have been often viewed as an advantage of JV partners, which may help complete the announced IJV deal by the same partners. We argue that the impact of repeated ties on IJV completion depends on whether it meets or violates expectations held by the host atmosphere. Specifically, drawing on expectancy violations theory, we argue that repeated ties as past fulfilment of expectations by IJV partners increase the likelihood of announced IJV deal completion because past collaborations bring partners into a psychological contract with each other that aligns their expectations for future collaboration. However, such advantage of repeated ties may turn to be a liability when partners' home and host countries experience animosity caused by military conflicts and communication barriers resulting from different languages. Using a sample of announced IJV deals in a global setting, we find supportive evidence of our theoretical predictions.

[view paper \(if available\)](#)

Birds of the Same Feather? Exploration and Exploitation Alliances and Institutional Ownership

Author: **Malika Chaudhuri**; U. of Dayton

Author: **Jay J. Janney**; U. of Dayton

We examine 17,563 strategic alliance formations among 652 pharmaceutical firms from 1990-2012. We categorize each alliance as either exploitation or exploration, while categorizing institutional shareholders as either dedicated or transient. We

find a significant willingness to pay a 10-17 % price premium for an offer signaling a supplier commitment to good working conditions. We find evidence that this willingness is driven by a combination of 1) formalized requirements, 2) informal expectations, and 3) associations between working conditions and service quality. The presence of informal expectations is particularly important when signaling social ambitions beyond compliance with existing certifications. We also investigate whether a prosocial firm could gain an advantage by presenting good working conditions as a driver of service quality. Our results suggest that while this type of argument would not effectively shift preferences from a low-cost offer to a more expensive offer signaling good working conditions, it is useful when addressing customers with an intrinsic motivation for requiring good working conditions from suppliers.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

find both types of institutional shareholders prefer exploitation over exploration strategic alliances. We also find evidence of a strategic fit between institutional owners, their portfolio firms, and their strategic alliances. We find dedicated institutional ownership correlates with higher sales and net revenue for portfolio firms engaging in exploration alliances.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

CEO and Top Manager Succession and Strategic Change (session 1523)

How Successive CEOs Animate the Process of Organizational Becoming: A Meso-Level Analysis

Author: Robert A Burgelman; Stanford U.

Author: Yuliya Snihur; Toulouse Business School

Author: Llewellyn D W Thomas; LaSalle U. Ramon Llull

We study the evolution of Hewlett Packard between 1978 and 2015 and focus our meso-level analysis on how six successive CEOs animated its process of organizational becoming set in motion by the founders. Our longitudinal comparative findings elucidate how all CEOs had to harness the strategic legacy of their predecessors while driving the future through their own strategic leadership. We document temporal interfaces between successive CEOs who mediate the dynamic interplay of the company's external business ecosystem and internal

STR

ENT

New Developments in Competition Theory and Policy (session 1524)

Popular press and politicians across the globe are increasingly debating whether innovations to technology and business models are resulting in anticompetitive behavior in the marketplace. While there has certainly been increased attention at the Academy to digital business models, platforms, the internet of things, entrepreneurial finance trends, or artificial intelligence, whether these innovations have changed the nature of competition in the marketplace and whether they challenge existing theory and policy over competition is yet under-explored. Panelists will discuss network and scale effects, data as a key asset/differentiator, operation opaqueness, and endogenous user-specific utility as potential reasons that the way entry barriers are assessed, markets are defined, or consumer welfare is evaluated requires modernization. In doing so, we aim to provoke thoughtful research inquiry and

ecology of strategy-making. While highlighting the importance of CEO agency, our analysis reveals the existential struggle that each CEO faces, in that his or her tenure may not be consistent with continued organizational becoming. It also highlights the paradox that securing fit with the business ecosystem while maintaining evolvability but not attaining dominance of the ecosystem might be key to avoiding sources of strategic inertia that could impede continued organizational becoming. Our analysis indicates novel avenues for further research about the role of CEO agency in organizational evolution.

[view paper \(if available\)](#)

Prior Peak Attainments of New CEOs: How Task-specific Human Capital Affects Executive Performance

Author: **Alessandra Rizzi**; Pennsylvania State U.

Author: **Vilmos F. Misangyi**; Pennsylvania State U.

Author: **Timothy J. Quigley**; U. of Georgia

Author: **Donald C. Hambrick**; Pennsylvania State U.

We introduce a novel construct for considering the qualifications of new CEOs. This construct, a CEO's prior peak attainment, refers to the highest level of executive responsibility the individual has previously held, particularly the degree to which that highest responsibility approximated the role-set of the focal CEO position. By conceptualizing prior peak attainment as a key element of a new CEO's task-specific human capital, we argue that higher prior peak attainments are associated with better post-succession performance. At one extreme, for instance, we anticipate that CEOs whose prior peak attainments were as functional area heads, but without experience in general management positions, will perform least well as new CEOs; at the other extreme, we expect that those who had previously been CEOs of comparably-sized firms will perform best. We further argue that this relationship between a new CEO's prior peak attainment and post-succession performance is moderated by multiple forms of managerial discretion, in line with the premise that managerial attributes matter only in proportion to managerial leeway. Results from a large-scale empirical study provide strong support for our expectations. We

theorizing around our understanding of what is different in the modern marketplace, how it impacts competition levels and consumer welfare, and the trade-offs to policy alternatives

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

discuss the theoretical and practical implications.

view paper (if available)

What Changes After Women Enter Top Management Teams? TMT Cognitions and Strategic Renewal

Author: **Corinne A. Post**; Lehigh U.

Author: **Boris Lokshin**; Maastricht U., School of Business & Economics

Author: **Christophe Boone**; U. of Antwerp

The over-reliance on cross-sectional and lag-structured data in studies theorizing the effects of female representation at upper echelons has triggered repeated calls for research designs that can more reliably establish causal linkages between executive gender and firm outcomes. Addressing this need, we propose a dynamic model that theorizes time-dependent, within-firm linkages, for how changes in a TMT at one point in time (i.e., female TMT appointments) shift the TMT's cognitions, which subsequently causes strategic renewal. Estimating a dynamic OLS model on panel data (1998-2012) from 163 multinationals in 20 countries, we find robust support for our theory and predictions. Following female (but not male) TMT appointments, TMT cognitions shift, becoming less willing to take risks and more receptive to change. Conditions that facilitate the integration of female appointees to the TMT (i.e., TMT female incumbency) amplify those shifts. Subsequently, these TMT cognitive shifts cause a decrease in M&A and an increase in R&D. Our findings suggest that female TMT appointments play an indirect role in reorienting corporate strategies away from M&A towards R&D by shifting TMT cognitions, especially when the TMT includes female incumbents and likely also when the cohort of new TMT appointees is small.

view paper (if available)

Does Founder CEO Succession Always Lead to Changes?

Author: **Ying Feng**; Xi'an Jiaotong-Liverpool U.

CEO succession events are perceived to be important signal of strategic change in an organization. However, this perception may also be utilized to obtain legitimacy from the environment. In this paper, we use the theory of symbolic management to examine how founder CEO succession events are used to gain legitimacy from external constituents. We propose that in the event of founder CEO succession, the retention of founder CEO as board chair is likely to be negatively related to firm's strategic change. We show that the demand for resources encourages firm and founder CEO to increase visible efforts in improving leadership structure, for example, through appointing a professional CEO. But retention on board as chair enables the founder to continuously exert influences on the firm's strategy without losing legitimacy. We further propose that this relationship will be moderated by post-succession firm performance and founder tenure as CEO. Our empirical analysis of all founder CEO succession events (1994-2010) for firms listed on the Shenzhen Stock Exchange in China provides support for our arguments.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Stakeholder Relationships at the Core of Firm Competitive Strategy (session 1520)

Competing in Four Markets: Building a General Equilibrium Model of Competition

Author: **Jung Pyo Goh**; Seoul National U.
Author: **Jon Jungbien Moon**; Korea U.

In this paper, we propose a general equilibrium model of competition by integrating four markets – product market, factor market, market for corporate control, and reputation market – where firms compete against one another. Then we test how these markets are related to one another by applying a panel vector auto-regression (PVAR) model to a 11-year panel data of more than 1,700

STR

Startup Acquisitions as a Hiring Strategy: Worker Choice and Turnover (session 1518)

Start-Up Competences and Early Stage Hiring: A Contingency Perspective

Author: **Vera Rocha**; Copenhagen Business School
Author: **Luca Grilli**; Politecnico di Milano School of Management
Author: **Emanuele Giraud**; Politecnico di Milano School of Management

Early employment growth can be a stepping-stone for start-up scaling. Yet, we have little insights into the factors that can enable early stage hiring. Building on competence-based theory, we posit that initial competences, namely those assembled via

publicly listed US firms from 2006 through 2016. Our empirical results show that a positive (negative) performance shock in one market typically has a long-lasting positive (negative) impact on other markets, and the size and sustained length of the impact varies by pairs of the market.

[view paper \(if available\)](#)

Firm-Stakeholder Relationships and the Institutional Capacity to Manage Horizontal Inequalities

Author: **Brian Ganson**; U. of Stellenbosch Business School

Author: **Tony He**; The Wharton School, U. of Pennsylvania

Author: **Witold Jerzy Henisz**; U. of Pennsylvania

Institutions that fairly distribute benefits, costs, and risks within a market-based economic system reinforce the social contract on which that system is built. When institutions fall short in addressing horizontal inequalities (across identity groups), social and political conflicts escalate. Using tools and constructs from social networks as a meeting point for insights from a range of fields and disciplines that examine institutional evolution in conflict systems, we develop theoretical arguments linking the structural characteristics of firms' relationships with stakeholders—the degree of structural balance, the salience of societal faultlines, and the degree of local network closure—to the local system's institutional capacity to manage horizontal inequalities. When the structure of firm-stakeholder relationships promotes (inhibits) information flow, trust, norms of reciprocity, and intergroup coordination, the institutional capacity to manage horizontal inequalities increases (decreases). We thereby show that the distributional function of institutions is not exogenously determined, but endogenously shaped at least in part by firm-stakeholder relationships. If the declining trust in market-based systems stems in part from their failure to distribute benefits, costs, and risks fairly, then reversing this trend requires a reorientation of firm-stakeholder relationships in a manner that increases the relational embeddedness of the private sector with its stakeholders.

founders' start-up experience and external shareholders, can help start-ups overcome early staffing challenges. However, through a contingency perspective, we demonstrate that a start-up's ability to leverage those initial competences and hire soon after entry is contingent on its strategic orientation towards innovation. Both internal and external competences are likely to be underutilized in less R&D intensive start-ups lacking innovation-based growth aspirations. We find general support for our hypotheses with a rich dataset of Italian innovative start-ups, and additionally show that early staff recruitment is largely characterized by (positive) assortative matching dynamics in the human capital attributes of the demand and supply sides.

[view paper \(if available\)](#)

Startup Acquisitions as a Hiring Strategy: Worker Choice and Turnover

Author: **J. Daniel Kim**; The Wharton School, U. of Pennsylvania

This study investigates the effectiveness of high-tech startup acquisitions as a hiring strategy ("acqui-hiring") versus traditional hiring. Unlike regular hires who choose to join a new firm on their own volition, most acquired employees do not have a voice in the decision to be acquired. I theorize that this lack of choice instigates organizational mismatch, thereby elevating turnover rates among acquired workers. Using employee-level data from US Census, I find empirical support for higher turnover among acquired workers relative to regular hires, as well as the moderating role of organizational mismatch. Moreover, analysis of serial acquirers suggests that firms learn over time how to effectively retain acquired employees. Together, these results elucidate the conditions under which firms can harness new talent by acquiring startups.

[view paper \(if available\)](#)

How Transferable is Human Capital? Evidence from Spinout Performance

Author: **Mariko Sakakibara**; U. of California, Los Angeles

view paper (if available)

When Consumers Lose Power: An Examination of the Stakeholder Dynamics in the Pharmaceutical Industry

Author: **Zhi Tang**; Rochester Institute of Technology

Author: **Ezekiel Masao Leo**; Rochester Institute of Technology

Author: **Clyde Eiríkur Hull**; Rochester Institute of Technology

Primary stakeholders' pressure has long been considered the main reason that for-profit firms engage in CSR. However, prior studies are generally silent on how industry features can drastically reshape the dynamics between a firm and multiple primary stakeholders. By integrating the economic theory of credence goods with the stakeholder framework, we posit that the extent to which consumers can evaluate the qualities of goods can alter the dynamics between a firm and its two primary stakeholders, i.e., regulators and consumers. Longitudinal data collected 72 public U.S. pharmaceutical companies indicate that consumers of credence goods can be reduced to secondary stakeholder status, exerting influence on firms only through another primary stakeholder. Further, contrary to the conventional wisdom that innovative firms are more capable of resisting pressure from stakeholders, we find that R&D intensity increases the dependency of pharmaceutical firms on regulator. Lastly, we do not find that lobbying directly mitigate regulator's pressure; however, it reduces the dependency of R&D intense firms on the regulator.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Author: **Natarajan Balasubramanian**; Syracuse U.

This study examines how the human capital of spinout founders is associated with the performance of spinouts by using a U.S. matched employer-employee data set covering all industries. We evaluate several types of human capital and analyze whether these various types of human capital affect spinout performance differently, and how durable the potential impact of these types of human capital are. We examine how these effects differ along two dimensions: whether the spinouts are formed in the same industry as their parents or in a different industry, and whether spinouts are formed in rapidly changing industries or elsewhere. We find that spinout founders' earnings, a measure of their general human capital, has a positive and lasting effect on spinout performance. This effect is stronger when spinouts are formed in rapidly changing industries (as identified by whether an industry is a tech industry) and within their parents' industries. Spinout industry experience and group human capital appear to have positive effects for the performance of spinouts, especially when they are formed outside of the parent industry.

view paper (if available)

Returns to Entrepreneurial Experience Over the Business Cycle (WITHDRAWN)

Author: **Erin McGuire**; Georgia Institute of Technology

In this paper, I explore business cycle-related dynamics in the returns to entrepreneurial experience. Using time-series geographic variation in economic conditions, I disentangle the effects of shocks to aggregate demand, alternative employment options, and credit availability on differences in firm exit rates between serial and novice entrepreneurs. Weibull survival model estimates indicate that serial entrepreneurs are more likely to endure negative shocks to aggregate income and credit availability, but are relatively more likely to go out of business as slack increases in the labor market. In the second part of the paper, I provide evidence that these dynamics are driven by differences in access to financial resources and business strategies.

STR

Technology Strategy (session 1521)

Technological Diversification, Technological Complexity, and Change

Author: **Aleksey Martynov**; U. of Houston, Clear Lake

I study interactions between technological diversification and technological complexity in their joint effect on firms' invention performance. I argue that their effect depends on the amount of technological change that firms go through. I conceptualize technological change as adjusting the technological boundaries of the firm and changing the relative weights of different technology domains in the firm's portfolio. I show that technological diversification tends to be beneficial for firms' invention performance. However, when a firm's inventions are highly complex, and it is going through the process of technological change, the positive effect of technological diversification disappears. This study contributes to our understanding of boundary conditions impacting the effect of technological diversification on firms' invention performance.

[view paper \(if available\)](#)

When Firms May Benefit from Sticking with an Old Technology (WITHDRAWN)

Author: **Xu Li**; Copenhagen Business School

How should firms respond to technological change in order to achieve greater performance? In contrast to most studies that advocate the timely transition from the old to the new technology, this paper posits that as a result of customers' heterogeneous preferences, firms may also experience a performance surge by adhering to the old technology during technological change. Explicitly, a U-shaped relationship was theorized between the

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

STR

Understanding and Reexamining Search (session 1522)

What Directs Search? Multi-Site Experimental Evidence on the Triggers of Exploration

Author: **Sheen S. Levine**; U. of Texas at Dallas

Author: **Charlotte Reypens**; U. of Texas at Dallas

Author: **Christoph Riedl**; Northeastern U.

Search is a cornerstone of the behavioral theory of the firm. It is theorized as a process, a chain of events: a choice leading to an experience, such as performance feedback, followed by reaction and a subsequent choice. Individuals have regularly been featured in theory and evidence on search, but individual behavior is often presumed, rarely systematically examined. Here we explore the micro-processes of search performed by individual decision-makers. To do that, we designed an experimental task that embodies a canonical exploration-exploitation environment, manipulated conditions, introduced resource constraints, and offered incentives for performance. To the economic behavioral experiments we added protocol analysis, to capture cognition side-by-side with experiences, feedback and resulting behavior. For reliability, we replicated the studies in four populations. The findings support central assumptions of behavioral search, but they also evidence a cognitive source for some macro-phenomena. Search behavior, we find, is largely driven by experiences. Four of them are related to exploration: stable performance (low performance variance), low financial slack, high landscape ruggedness, and negative aspiration-performance gaps. Further complexity arises from interaction effects between performance variance, financial slack, and exceeding aspirations. The evidence contributes to an emergent process-theory of search, one that stresses the cognitive and behavioral mechanisms that underlie organizational

percentage of competitors within a market that have successfully adopted the new technology and the performance of firms that stick with the old technology. This prediction was thoroughly examined using comprehensive data from the traditional Chinese medicine industry in China between 1991 and 1996 and received robust empirical support.

[view paper \(if available\)](#)

Litigate or Let It Go? Multi-Market Contact and IP Infringement-Litigation Dynamics (WITHDRAWN)

Author: **Luis Diestre**; IE Business School

Author: **Fabrice Lumineau**; Purdue U.

We explore how multi-market contact (MMC) explains the kind of intellectual property (IP) infringement-litigation dynamics that arise within a particular pair of competitors. We build a contingency model in which the role played by each firms in shared markets determines which of the two possible dynamics will arise: mutual forbearance (low probability of IP infringement and high probability of litigation) vs mimetic behavior (high probability of IP infringement and low probability of litigation). Specifically, we examine whether firms are seen by rivals as innovators or imitators in the markets they share and propose that: (1) mutual forbearance dynamics arise when firms see their competitors as innovators whereas (2) mimetic behavior dynamics arise when firms see their competitors as imitators. We find support for our predictions in a sample of 813 patent infringement cases in the biopharmaceutical industry.

[view paper \(if available\)](#)

Technology Purchasing, In-house R&D, and Firms' Innovation

Author: **Zhongjuan Sun**; Capital U. of Economics and Business

Author: **Hejun Fan**; Capital U. of Economics and Business

Author: **Zhu Yu**; Capital U. of Economics and Business

Author: **Cizhi Wang**; U. of Rome Tor Vergata

outcomes.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Technology purchasing and in-house R&D have always been the main means for enterprises to improve their innovation performance. However, the existing research ignores the specific mechanism of the impact of technology purchasing and in-house R&D on enterprise innovation. Based on panel data of 1551 high-tech companies in ZGC (2008-2015), this study explores and verifies that there are threshold paths for the impact of technology purchases and in-house R&D on enterprise innovation. The study found that there is an enterprise size threshold for the innovation performance of technology purchasing, and the mediating effect of in-house R&D on technology purchase and innovation performance only occurs within the effective size threshold for technology purchasing. This study contributes to a better understanding of the innovation driven by purchasing through building a theory framework combing firm size, complementarity among innovation resources and threshold effect.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

TIM

Adaptation and Change: Adaptation to Digitalization (session 1530)

Diffusion of Mobile Payment in Taiwan: A Topic Modeling Approach

Author: **Shih-Chang Hung**; National Tsing Hua U.

Author: **Jiun-Yan Lai**; National Tsing Hua U.

Author: **Yuan-Yu Hsieh**; National Tsing Hua U.

This paper examines the diffusion of mobile payment technology in Taiwan from 2012 to 2018. To this end, we employ topic modeling, a computer-based text mining approach, to uncover the hidden structure of the diffusion process by means of coding 1,376 newspaper articles (453,799 words). We identified 14 latent topics based on common patterns that can be categorized into two factors: legitimacy and efficiency, leading to the development of an alternative diffusion model of

TIM

Business Model Innovation: TIM Conversations - Technology & Business Models (session 1529)

Business Model Innovation Capability: The Role of Digitization and Collaboration

Author: **Eduard Esau**; Gottfried Wilhelm Leibniz U.

In the wake of the rapid and ongoing digitization, firms are increasingly forced to not only accelerate the rates at which they innovate products, services, and processes, but also to adopt a holistic approach and constantly realign their value architecture to remain competitive. In this regard, the concepts of dynamic capabilities and business models have emerged as particularly interesting areas for further study. We argue, that these perspectives are strongly linked and the capacity to innovate business models is in fact a dynamic capability, which we refer to as business model innovation

innovation. This model indicates that at the early stage of innovation diffusion, legitimacy-related factors are more important than efficiency-related factors in characterizing the process. Moreover, as long as the new technology is legitimate to some degree, its diffusion process over time will become significantly more driven by efficiency or demand factors, such as network externalities, cost advantage, and function performance.

[view paper \(if available\)](#)

Different Loci of Digital Innovation in Organizations: A Conceptual Analysis

Author: **Corinna Bertling**; LMU Munich

The rapid advancements in information technology (IT) cause a digitization of innovation processes and outcomes. This trend demands a theoretical reevaluation of the innovation process and its key actors involved. Following a phenomenological approach, we argue that the impetus for digital innovation in large enterprises may reside within different organizational units, namely research and development (R&D), IT units, and the increasingly popular digital innovation units (DIUs) that aim at digitizing organizational innovation. Previous scholars have identified organizational legitimacy as a key concept when it comes to intra-organizational innovation challenges, yet the implications arising from multiple loci of digital innovation are still vague. We thus argue that different forms of legitimacy are needed at certain stages of the (digital) innovation process and seek to unravel the question of how organizational innovation endeavors unfold when R&D, IT, or DIU provide the impetus for digital innovation. In so doing, we first provide a conceptualization of the different forms of legitimacy needed throughout the innovation process. We then distinctively explore the units' assets and liabilities as well as formulate propositions on their advantages in and challenges of obtaining the legitimacy needed. Our paper thus offers much-needed insights into the organizational underpinnings enabling digital innovation.

[view paper \(if available\)](#)

capability (BMIC). Despite the growing importance of this capability, little is known about how firms can actually build it. While prior research points towards the relevance of information processing, internal and external collaboration in innovation processes and the supporting role of digital technologies, there is little empirical evidence in the context of business model innovation underpinning this claim. Using a sample of 154 German firms from the mechanical engineering sector, our study takes up these indications and investigates how a firm's digitization degree, the structure of external innovation networks as well as the internal team composition shapes its BMIC. The estimation results suggest that a higher degree of digitization enhance a firm's BMIC and that a cross-functional team composition and the depth of innovation networks partially mediate this relationship. Overall, our study responds to recent calls for empirical research on the antecedents of dynamic capabilities and business model innovation by shedding light on the role of digital technologies and collaboration as facilitating factors.

[view paper \(if available\)](#)

Digitalization of Complex Manufacturing - A Disruptive or Sustaining Innovation (WITHDRAWN)

Author: **Ivanka Visnjic**; ESADE Business School

Author: **Wiebke Reim**; Luleå U. of Technology

Author: **Vinit Parida**; Luleå U. of Technology

Author: **David Sjödin**; Luleå U. of Technology

How to approach digital technology, or digitalize, is a question that executives in most industrial manufacturing companies are struggling with. Past evidence from sectors such as newspapers or video rental suggests that digital technology is disruptive for the incumbent companies, calling for the creation of a standalone digital business instead of a gradual digitalization the existing business. Our study provides evidence to the contrary. From experiences of four successful and one unsuccessful industrial incumbent, we isolate the processes of digitalization that lead to success versus failure. Based on this evidence, we argue that industrial incumbents, who approach digitalization as a sustaining innovation succeed, whereas the ones that approach it as a disruptive innovation fail. More specifically, we find that the process of digitalization

A Critical Realist Perspective on Organizations' Approach to Blockchain

Author: **Nadine Kathrin Ostern**; Frankfurt School of Finance & Management

Author: **Friedrich Holotiuk**; Frankfurt School of Finance & Management

Author: **Jürgen Moormann**; Frankfurt School of Finance & Management

Blockchain technology, a decentralized infrastructure validating tamper-resistant transactions, was introduced roughly one decade ago. Till today, numerous financial service providers (FSPs) claim to have developed and test use cases as well as prototypes of blockchain-based solutions. However, hitherto organizations do not scale their existing solutions. As a result, the actual business value of blockchain falls short of the expected business value of the technology. Information systems (IS) researchers increasingly criticize this situation and develop recommendations for FSPs how to foster the adoption of the technology, thereby trying to realize their dream of a fully decentralized blockchain-economy. This paper asserts, however, that despite having good intentions, IS researchers currently neglect an essential characteristic of blockchain technology, i.e., equivocality. IS researchers should consider that FSPs apply the technology not only in different ways but also because of a plethora of reasons and causes, which is why we cannot treat FSPs as equal based on the assumption that they are all 'adopters'. Using a critical realist perspective, we found divergences between FSPs' actions taken toward the adoption of blockchain technology, i.e., what they do, and why and how they adopt the technology. Our results disclose the need to develop more differentiated recommendations that take into account the impact of sensemaking activities as well as the divergent motives of FSPs which induce them to adopt blockchain technology.

[view paper \(if available\)](#)

Adopting Digital Technologies to Stay Green: A Configurational Analysis

Author: **Philipp Laut**; U. of Bamberg

Author: **Alexander Fliaster**; U. of Bamberg

in manufacturing resides on two distinct phases with diverging organizational setups. First, trial-and-error process is used within the existing product and service units and in collaboration with early adopter clients and external digital tech experts to develop pilots of digital solution. This "incubation phase" where the aim is to reach digital problem-solution fit, relies heavily on the knowledge of the client needs, physical as well as digital technology, deployed in internal and low risk context. This "scaling phase", where the aim is to develop a business model and product-market fit, relies on the structural independence but also maintenance of strong relationships with the existing product and service units. In the article, we examine the contingency factors that determine the sustaining nature of the transformation and then elaborate on the process where digitalization is treated as sustaining, as opposed to disruptive innovation.

[view paper \(if available\)](#)

Towards a Digital Capability Framework

Author: **Xiaoyue Liu**; The U. of Queensland

Author: **Rui Torres de Oliveira**; Queensland U. of Technology

Author: **Marta Indulska**; U. of Queensland

Author: **Martie-Louise Verreynne**; RMIT U.

Digital technology continues to drastically reshape traditional business. As a result, scholars and practitioners alike are increasingly interested in digital capabilities as a source of competitive advantage and business model transformation. However, despite this interest, digital capabilities are not well nor universally understood in research or practice. Accordingly, in this paper, we define digital capabilities and propose a digital capability framework by synthesizing two streams of literature: information systems and strategic management. On the basis of this synthesis of literature, we argue that digital capabilities involve the ability to dynamically integrate firm resources with digital tools or systems. Moreover, digital capabilities are composed of a series of routines embedded in the firm, which highlight the value of information through a process of collecting, storing, and processing digital data. They also share some characteristics with dynamic capabilities, as they facilitate sensing of changes in the variables within

Prior research extensively addressed the adoption of digital and of green innovations. However, these research streams developed separately from each other, ignoring the complex affordances of digital technologies: Different adopters can use same technological functionalities because of different rationales and for different purposes. Moreover, previous adoption studies have been dominated by “correlational theorizing” (Delbridge & Fiss, 2013), highlighting the isolated effects of diverse adoption antecedents. Addressing these shortcomings, we argue that adoption of digital technologies can be driven by complex configurations of three mechanisms –the economic rationale, the ecological beliefs and values, and the social pressure towards conformity. We integrate these mechanisms within a comprehensive theoretical framework and collect data from 53 “green innovators” – owners of biogas plants in the German’s energy sector that is currently in the midst of transition toward sustainability and digitization. We analyze data by the use of the fsQCA methodology. Our findings reveal four archetypes of adopters that essentially differ with regard to the configuration of adoption antecedents. Our study contributes to the literature by shedding light on new affordances of digital technologies, providing a more comprehensive understanding of technology adoption factors, and developing theoretical bridges between digital innovation research and green entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

or outside of the firm and re-organizing resources and capabilities to respond to a turbulent environment. Our proposed framework presents the relationships among digital resources, five digital capabilities (IT skills, information management capability, data analytics capability, synergistic capability, and strategic capability), and sustained competitive advantage, highlighting opportunities for future research.

[view paper \(if available\)](#)

Linking Different Artificial Intelligence Functions to Employees’ Psychological Appraisals and Work

Designated as a “Best Paper” for TIM

Author: **Jieqiong Cao**; National U. of Singapore

Author: **Jingxian Yao**; National U. of Singapore

People hold mixed views about adopting artificial intelligence (AI) in the workplace – some believe that AI facilitates work tasks, while others worry that it poses threat to the importance of human labor. To address this conundrum with regard to how employees feel and behave when AI is applied in their jobs, we build upon a typology of AI functions and examine how these functions differentially impact employees’ psychological appraisals and work outcomes. Specifically, we categorize AI into assistive AI, augmented AI, and autonomous AI, and validate a measure of these three AI functions. Drawing on cognitive appraisal theory, we propose that assistive AI will be positively related to opportunity appraisal, autonomous AI will be positively related to threat appraisal, and augmented AI will be positively related to both opportunity and threat appraisal. Opportunity appraisal, in turn, will generate beneficial work outcomes, including increased learning behavior and citizenship behavior and enhanced performance and well-being. In contrast, threat appraisal will elicit detrimental work outcomes. Furthermore, we propose that AI self-efficacy will function as a moderator that weakens the effects of augmented and autonomous AI on threat appraisal. Three studies using diverse samples and methodologies provided strong support for the validity of the AI functions measure and the hypotheses. Theoretical and practical implications of the findings are discussed.

TIM

Collaboration: Technological Collaboration (session 1526)

Impact of Team Size on Technological Contributions: Unpacking Disruption and Development

Author: Jiyao Chen; Oregon State U.

Author: Diana Shao; Oregon State U.

Author: Shaokun Fan; Oregon State U.

Author: Jiexun Li; Western Washington U.

While single individuals and small teams used to be the primary driving forces of scientific and technological breakthroughs, large teams have become more important in recent years. This raises an important question of how large and small teams may contribute to technological advances differently. According to the combinatorial view of technology, a new technology can simultaneously develop and disrupt different parts of its knowledge base. Hence, we in this study developed a novel dual-index approach that uses disruption and development indexes to quantitatively measure the extent to which a technology disrupts and develops its knowledge base. Using these two indexes, we analyzed a dataset of 5.5 million US patents and found that large teams are more likely to both develop and disrupt previous technologies than small teams. Importantly, our finding is robust and unaffected by different samples and different index operationalization. Our study suggests that scientific contributions have two dimensions – development and disruption – and large teams have advantages in advancing technology in both dimensions than small teams.

[view paper \(if available\)](#)

Subsidized R&D Collaboration: The Effect of Innovation Vouchers on Innovation Activity & Performance

Author: Jonas Heite; Max Planck Institute for

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RESEARCH

TIM

Ecosystems & Platforms: TIM Conversations - Ecosystem & Platform Emergence (session 1531)

The Effects of Using Existing Brands in Platform Ecosystems

Author: Yuki Inoue; Hiroshima U.

In platform ecosystems, the complementors' product brand management could have significant effects on both the innovation management and evolution of platform ecosystems. By contrast, use of existing product brands could have long-term negative effects on platform ecosystems: generation of excessive bias in sales results among complementary goods and reduce variety, decrease of the possibility of radical innovation caused by suppression of the creation of new brands. This study tested how facilitating existing brand use influences these indicators, through an empirical agent-based simulation using a dataset of Japanese video game markets. The results showed that although there are positive effects of using existing brands to acquire a large installed customer base, there are also some negative effects. This study indicated that the influence of the facilitation of brand management is largely determined by the platform owner's capability for development of complementary goods. When the platform owner is capable of being a market leader in software development, the facilitation of existing brands may have negative effects for these two indicators, even if the brand facilitation is implemented in conjunction with complementors. By contrast, when brand facilitation is implemented by platform owners without market leader capability, these two factors are improved.

[view paper \(if available\)](#)

Innovation and Competition

Author: **Laura Rosendahl Huber**; Rotterdam School of Management, Erasmus U.

Author: **Marco Kleine**; Max Planck Institute for Innovation and Competition

We study the causal effect of subsidized R&D collaboration on innovation performance. In particular, we make use of a randomized controlled trial to analyze the effect of an innovation voucher scheme in the United Kingdom that grants small and medium-sized enterprises financial support of up to 5,000 GBP for engaging the services of experts, e.g., from universities, research institutes or IP advisors, when pursuing an innovation-related project. Our findings provide evidence that the innovation voucher program successfully accelerates the execution of R&D projects with short-term effects on innovation outcomes. We find that being awarded a voucher has a positive short-term impact on product development for firms that collaborated with a university. In addition, we find a positive effect on the number of patent applications for firms indicating to be in need for specialist IP knowledge. In terms of collaboration outcomes, we can show that subsidized university-industry collaborations result in an increase of joint ventures two years after the voucher has been awarded.

[view paper \(if available\)](#)

Interdisciplinary R&D Performance: The Role of Knowledge Variety, Dissimilarity & Complementarities

Author: **Turanay Caner**; North Carolina State U.

Author: **Melissa Appleyard**; Portland State U.

Author: **Beverly B. Tyler**; North Carolina State U.

Author: **Griffin Weber**; Harvard Medical School

As the technological underpinnings of many industrial sectors have advanced, R&D programs targeting “frontier science” often require collaboration across scientific disciplines. This research considers how experience with interdisciplinary R&D can enhance a scientist’s publication performance. We draw on the theoretical grounding of complementarities to understand the payoffs to interdisciplinary collaboration. In the research stage, we anticipate complementarities to arise from the interactions of

How Science-Based Start-Ups and their Innovation Ecosystems are Co-Produced: A Process Study

Author: **Catherine Lynelle Welch**; U. Of Sydney

Author: **Alexandra Kriz**; U. of Queensland

Author: **Maria Rumyantseva**; U. Of Sydney

The concept of an innovation ecosystem has become increasingly popular in recent years, but theories accounting for it are still underdeveloped. Existing studies tend to focus on the components of the ecosystem at a specific point in time, leaving open the question of how the firm-environment interface is constructed and changes over time. Accordingly, this study is an attempt to explain the underlying processes of the firm-ecosystem interface, addressing the question: How does the development of the ecosystem impact the development of the start-up, and vice versa? In order to address this question, we turn to the evolutionary tradition, which has the advantage of being a systemic and process-based perspective. We employ a qualitative process-based methodology to investigate the trajectories of multiple science-based firms. Our theoretical contribution is a process model of how ecosystems emerge, potentially contributing to greater strategic adaptability at the firm level. Our empirical findings provide us the basis for theory extension, going beyond existing literature which posits a positive self-reinforcing process of resource accumulation as driving the development of an ecosystem over time. We propose a second process of dissipation, which forms because of the difficulties in transferring and accumulating experiential knowledge over time. We conclude by arguing that understanding the co-production of firms and their ecosystems have broader implications, particularly for theories of the growth of the firm.

[view paper \(if available\)](#)

Co-Evolution of Ecosystem Value Proposition Across Institutional Fields: Longitudinal Case Study

Designated as a “Best Paper” for TIM

Author: **Paavo Ritala**; LUT School of Business and Management

Author: **Leena Aarikka-Stenroos**; Tampere U. of Technology

Author: **Devi R. Gnyawali**; Virginia Tech

multiple disciplines to broaden the opportunity set of possible scientific outcomes. In the development stage, interdependencies across disciplines are assumed to be the basis of the relevant complementarities. In both stages, because of the presence of these complementarities, we expect scientists to exhibit an “impassioned commitment” to their R&D projects, which in turn, increases their productivity including their publication count. By assessing the publication performance of 169 scientists who participated in a government-funded interdisciplinary research program in nanomedicine, we find their knowledge variety as well as the dissimilarity of their knowledge when compared to their collaborators are positively associated with their publication performance. We consider knowledge variety and dissimilarity as critical antecedents to interdisciplinary R&D. We hope that funding agencies can apply lessons from our findings to improve R&D effectiveness when interdisciplinary collaboration is required.

[view paper \(if available\)](#)

'Never Let a Good Crisis Go To Waste': The Impact of the 2014 Ebola Epidemic on West African Science (WITHDRAWN)

Author: **Caroline Fry**; Massachusetts Institute of Technology

Relationships with more prominent affiliates can be crucial to the success of a scientist's career. In practice, relationships with those more elite are limited to high achieving or high potential scientists, making their value very hard to measure. The 2014 West African ebola epidemic afforded scientists working in endemic countries an unexpected opportunity to build relationships with more prominent affiliates from around the globe. Using a matched sample of scientists from non- endemic countries I estimate the effect of the ebola epidemic on international collaborations and publication rates of endemic country scientists. I find evidence of a persistent post- epidemic boost in international collaborations and increases in publication rates. However, these results are only found for those endemic country scientists who were already well connected with international scientists and working in similar disease areas prior to the epidemic. This rare causal evidence highlights the importance of

Ecosystem value propositions for new technologies are created via complex interdependencies between actors, technologies and institutions. Based on a historical case study spanning 30 years, we develop a co-evolutionary process model linked to ecosystems' emerging value proposition. Our study examines how a global ecosystem consisting of diverse actors from business, science, and regulatory agencies developed around the technological innovation of plant stanol ester (a chemical compound) and related functional food products under Benecol brand. Our findings demonstrate how an ecosystem and its value proposition develops around a focal new technology via four interlinked co-evolutionary episodes of discovery, replication, resonance, and friction. Together, these episodes highlight the strategic interdependence between actors leading the ecosystem with other actors across different institutional fields who help to replicate these initiatives, or provide resonance or friction that shape the environment for the value proposition.

[view paper \(if available\)](#)

Towards Conceptualizing Legitimation in Ecosystems in the Digital Age: Insights from 3D-Printing

Author: **Roman Barwinski**; U. of Bayreuth
Author: **Till Marius Gantert**; U. of Bayreuth

The digital age brings changes of technologies but also of industry boundaries facilitating the emergence of digital categories and ecosystems. Our exploratory study investigates ecosystems in the 3D printing industry. We analyse the intersection of the firm-, category-, and ecosystem-layer considering normative and cognitive legitimacy. Our theorizing is informed by 65 interviews with firms triangulated with expert interviews and with coding of narratives. Findings indicate that the high dynamics in the industry are compensated by strongly coherent norms and values related to normative legitimacy. Cognitive legitimacy forms along physical technology and operations, anchoring strongly on input materials. Firms might strategically address legitimation by three strategies, the passive-adaptive, the developmental-nurture, and the

opportunities to build relationships with more prominent affiliates, but at the same time raise concerns over the potential implications of global networks on inequality within groups of scientists outside the exclusive elite.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

RESEARCH

disruptive inflammational approach. Technology potential knowledge and operational process knowledge, as two forms of knowledge exchange, drive the emergence of ecosystems.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Knowledge Management & Learning: Creativity (session 1528)

Group Brainstorming: Should We Build on Prior Ideas?

Author: **Thomas Gillier**; Grenoble Ecole de Management

Author: **Barry Bayus**; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

Although building on ideas is considered to be highly beneficial for generating creative ideas during brainstorming, there has been very little empirical support for such a practice. Using a verbal protocol research method, we provide a micro-analysis of the build up of 667 ideas generated by nine brainstorming groups of professionals. Using fixed effects panel regression models, we have three main findings. In contrast to conventional wisdom, we find that ideas building on previous ideas are not more creative than ideas that do not. However, our study does show that more novel ideas are generated when ideators build on earlier novel ideas. Finally, we find that ideas that are later built upon are more likely to be selected than ideas that are not. Thus, the general brainstorming rules “encourage wild ideas” and “build on ideas” are good advice only when taken together.

[view paper \(if available\)](#)

Radical and Incremental Creativity Profiles: Associations with Work Performance and Well-Being

TIM

Organizational Innovation: TIM Conversations - Management Team and Innovation (session 1527)

Does CEO Power and Compensation Drive Innovation Performance in the U.S. Pharmaceutical Industry?

Author: **Margaret Kuyor**; Southampton Business School, U. of Southampton

Author: **Jeremy Eng-Tuck Cheah**; Nottingham Business School, Nottingham Trent U.

Author: **Qinging Zhang**; Southampton Business School, U. of Southampton

Author: **Ming-Chien Sung**; Southampton Business School, U. of Southampton

Drawing upon the agency and upper-echelons theory, this article investigates the association between CEO power, compensation and innovation performance by using the U.S. pharmaceutical industry as illustration. We find, first, both CEO power and compensation have curvilinear associations with innovation performance. Second, the long-term compensation or long-term incentive plan (annual stock options, restricted stock, and other long-term compensation) and short-term compensation or cash (salary and bonus) have diverse impacts on the associations between CEO power and innovation performance. Our findings highlight a more profound understanding that CEO compensation plays twofold roles. Precisely, the long-term compensation is indeed a governance mechanism that aligns the interest of powerful agent with the shareholders'. Surprisingly, to an extent, short-term compensation contributes to the

Author: **Ying Zhang**; China U. of geosciences Beijing
Author: **Jingjing Li**; U. of Science and Technology
Beijing, Donglinks School of Economics and
Author: **Yahui Song**; Beijing Open U.
Author: **Zhenxing Gong**; Liaocheng U. Business
School

Previous studies have focused on exploring the factors that influence employees' 2 distinct types of creativity, i.e., radical and incremental creativity, while very little attention has been paid to the outcomes of creativity and how the two types of creativity interact within individuals. The present study addresses this issue by adopting both variable-centered (correlation) and person-centered (latent profile analysis) approaches for three samples of supervisor- employee dyads data from China (n = 159, 213, and 273). Using variable-centered analysis in sample 1, general creativity was positively associated with the four work performance dimensions, while there was no significant correlation between creativity and well-being. Using person-centered analysis, five very similar creativity profiles were found across samples 2 and 3 based on employees' radical and incremental creativity. These five classes differed in work performance dimensions and well-being, with classes characterized by a high level of incremental creativity profiles reporting a higher level of well-being and classes characterized by a high level of both incremental and radical creativity profiles reporting a higher level of the four work performance dimensions. The results of the present study contribute to uncover the potential outcomes related to employees' creativity by identify distinct profiles of creativity types.

[view paper \(if available\)](#)

The Interplay Between Daily Activating Moods and Physical Work Environment on Daily Creativity

Author: **Hsueh-Hua Liao**; National Sun Yat-Sen U.
Author: **Mayya Achyldurdyeva**; National Sun Yat-Sen U.

Although recent studies have attempted to clarify the daily dynamics between moods and creativity, relatively limited studies have explored how changes in daily activating positive and negative

agency problem by weakening the motivation of a highly powerful agent in championing innovation. The study adds to the literature of corporate governance, strategic leadership and innovation by providing an understanding of direct and indirect associations of CEO power and compensation on innovation performance.

[view paper \(if available\)](#)

The Relationship Between Top Management Team Diversity and Firm Innovation Output: A Meta-Analysis (WITHDRAWN)

Author: **Svenja-Marie Smolinski**; Heinrich-Heine U. of Dusseldorf
Author: **Jost Sieweke**; Vrije U. Amsterdam
Author: **Florian B. Zapkau**; Vrije U. Amsterdam

We conduct a meta-analysis on the relationship between top management team (TMT) task-related diversity and firm innovation output. Empirical evidence from 74 primary studies containing 25,968 firm observations shows that TMT task-related diversity has a positive relationship with innovation output. Building on this finding, we demonstrate that TMT task-related diversity has a positive association with radical innovation, but not with incremental innovation output. Moreover, we find positive relationships between TMT task-related diversity and innovation output quantity as well as innovation output quality. In some additional analyses, we further show that TMT bio-demographic diversity is not related to firm innovation output. Thus, it seems that diversity in expertise, skills, and knowledge are important for fostering innovation in firms. The study contributes to research on the TMT diversity-firm innovation relationship. Based on the findings, we develop opportunities for future research.

[view paper \(if available\)](#)

Who Runs the Show? TMT Duality and Firms' Internal Innovation

Author: **Youstina Masoud**; UMass Amherst

This paper introduces and defines TMT duality and

moods influence changes in daily creativity (i.e., controlling for the effects of prior daily moods and creativity) in real organizations. Furthermore, although the importance of physical working environment has been highlighted in the creativity literature, it remains unclear how the dimensions of physical working environment (i.e., adjustable work area and facilitation of informal communication) influence employees' daily creativity as well as moderating the effects of daily activating moods on creativity. Using the daily diary research design, we collect lagged daily data from 70 creative workers across 10 consecutive working days, yielding 662 valid matched daily responses. The results of multilevel path-analysis show that both changes in daily activating positive/negative moods had lagged and positive effects on changes in subsequent creativity, and the physical environment that facilitates informal interactions strengthened these positive lagged effects. In addition, a physical environment that facilitates informal interactions also directly predicted changes in daily creativity. Surprisingly, an adjustable work area attenuated the positive lagged effect of changes in daily activating positive moods on daily creativity.

[view paper \(if available\)](#)

How the Perception of Organizational Politics Affects Organizational Creativity

Author: **Xiaona Xu**; Liaoning U., Business School

Author: **Chunhui Huo**; Liaoning U. Asia-Australia Business College

Author: **Tariq H. Malik**; Liaoning U.

Author: **Xiaorui Wang**; Liaoning U.

Our understanding of the driving force of organizational creativity is limited. In particular, there has been a lack of investigations on restrictive factors, and the relationship between the perception of organizational politics and organizational creativity has been unexplored. This paper investigates and examines the effect of the perception of organizational politics on organizational creativity and the joint moderating effects of political skill and environmental uncertainty. Based on data from a questionnaire survey of 408 samples, the results show that the perception of organizational politics has a negative

examines its influence on firms' internal innovation. To this end, we build on agency theory and knowledge-based view to explain how TMT duality can negatively influence internal creativity and access to external information making dual TMTs advance less innovative projects that limit personal losses and improve personal financial well-being. Further, the paper identifies TMTs' involvement in R&D, TMTs' compensation structure, and TMTs' tenure as mitigators of the TMT duality-firms' internal innovation relationship. A panel of knowledge intensive firms shows partial support to the proposed model. The proposed framework contributes to the corporate governance and agency body of work by offering a better understanding of the mechanisms behind the overlooked phenomenon of TMT duality. It also advances scholars' understanding of the knowledge-intensive firms' decision-making processes by shedding light on how dual positions of executives may serve as a platform for decision-making that differs from that of non-dual executives.

[view paper \(if available\)](#)

Project at Stake! Voluntary Stakeholder Responses to Unexpected Events in a Mega Project

Author: **Baris Morkan**; Stevens Institute of Technology

Author: **Heidi Bertels**; Chazanoff School of Business, CUNY College of Staten Island

Author: **Patricia J. Holahan**; Stevens Institute of Technology

Project management is critical to the planning and success of any project. However, unexpected events do occur, and limited information is available of how to deal with such unexpected events. There has been some research in recent years on management of unexpected events in projects, but it has typically been conducted from the perspective of the project manager and the project management team. For the most part this literature assumes that it is the project manager's responsibility to find solutions and courses of action in an endeavor to mitigate the negative effects of unexpected events in projects. However, unexpected events cannot always be resolved by one stakeholder. There is no knowledge about how different project stakeholders

effect on organizational creativity, while political skill plays a moderating role in the relationship between the perception of organizational politics and organizational creativity that depends on environmental uncertainty. When environmental uncertainty is high, political skill can reduce the negative effect of the perception of organizational politics on organizational creativity, and when environmental uncertainty is low, political skill can enhance the negative effect of the perception of organizational politics on organizational creativity. Therefore, this study fills the gap in research on the driving factors, especially the restrictive factors, of organizational creativity, and further clarifies the boundary conditions. It provides a theoretical foundation for companies to summarize local management experience and cope with environmental challenges.

[view paper \(if available\)](#)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

take actions voluntarily to accommodate unexpected events. The aim of this study is to research how voluntary stakeholder actions lead to effective responses to unexpected events. The setting is the mega-construction project of the Vodafone Arena Stadium (VAS) in Istanbul, Turkey. The research design follows an inductive, discovery-oriented grounded theory approach. Primary data were gathered through semi-structured in-depth interviews with a sample of 20 project stakeholders who represented 15 different stakeholder groups. We find that stakeholders are able to minimize negative consequences of unexpected events using four voluntary action categories. We further identify three properties that differentiate these categories.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Society & Technology: Productivity, Performance, and Technology (session 1532)

The Interaction Effect of Geographical Indications and Food Inventions on Regional Productivity

Author: Luigi Orsi; U. of Milan

Author: Ivan De Noni; U. of Padua

Author: Julia Thaler; U. of Milan

Author: Stefanella Stranieri; U. of Milan

In the food sector, Geographical Indications (GIs) as well as technological advancements play a crucial role on productivity and are of high economic importance for many European regions. How does the number of GI products and food patents affect labour productivity in European regions? Studying this, labour productivity was represented by the Gross Value Added (GVA) per employee of the manufacturing and agricultural sector, the two sectors expected to be mostly affected by the impact of GI products and food patents. A dataset

ENT

Diversity, Gender, and Ethnicity 2 (session 1448)

Does Gender Matter? Cognitive Biases and Entrepreneurial Funding

Author: Anushka Iyengar Daut; U. of Pittsburgh

Author: Sharon Alvarez; U. of Pittsburgh

Entrepreneurial funding plays a pivotal role in new venture growth, however, there is a significant disparity in funding based on gender. We argue that the disparity in funding can be explained by linking cognitive biases with gender-specific expectations in entrepreneurial settings. Using social cognition theory, we examine four cognitive biases: overconfidence, an illusion of control, the ability to generalize from small numbers, and an escalation of commitment. We propose that when male and female entrepreneurs demonstrate these biases, there is a direct relationship to the amount of funding they receive from investors and that this relationship differs based on gender. We conducted

was organised including data related to GIs and food patents of 255 European NUTS2 regions over the time period from 2000 to 2011. The data regarding GIs and food patents was collected from the DOOR and the OECD RegPat database respectively. Results show a positive and significant impact of both, GIs and food patents, on the regional manufacturing GVA per employee, but a negative combined effect of these two elements. Similar results, but less significant, are shown on the agricultural labour productivity. The implications of these findings in terms of policy design are then discussed extensively.

[view paper \(if available\)](#)

IT Capital in Improving National Innovation Productivity: Understanding the IT Productivity Paradox

Author: **Shashi Kant Srivastava**; Indian Institute of Management Sirmaur, Sirmaur, Himachal Pradesh, India

Our paper deals with the issue of the IT productivity paradox. Our research examines the influence of IT capital and IT institution on the national innovation productivity. Applying Hayek's model of the mind, and Bandura's explanation of learning we understand this relationship through the cognitive path dependence model. Using a data set of 137 countries, we perform our analysis. We use the Partial Least Square (PLS) technique of Structural Equation Modeling (SEM) to conduct our investigation. Our empirical findings suggest that the existence of strong IT institutions is essential to transform the presence of IT capital to national innovation productivity. The IT institutions of the nation fully mediate the relationship between IT institutions and national innovation productivity. The direct relationship of IT capital to national innovation productivity is non-significant in the presence of IT institutions.

[view paper \(if available\)](#)

An App to Control App Usage: Does Screen Time Tracking Affect User Behavior?

mixed methods studies using both content analysis and experiments. Our results suggest that cognitive biases do have differing effects on gender in the context of entrepreneurial funding amounts.

[view paper \(if available\)](#)

Tainted Perceptions? An Assessment of Legitimacy Judgments of Entrepreneurial Failures (WITHDRAWN)

Author: **Sonia Siraz**; U. of Pittsburgh

Author: **Julio O. De Castro**; IE U. - IE Business School Madrid, Spain

Author: **Bjorn Paul Claes**; The Open U.

This paper specifically seeks to examine legitimacy perceptions in an entrepreneurial environment. It aims to shed light on how validity cues in the form of stereotypes impact the legitimacy perception of failed entrepreneurs. More specifically, this work investigates how gender and nationality stereotypes affect the legitimacy evaluation of failed entrepreneurs based on a series of conjoint experiments on 2,368 assessments nested in 74 evaluators. Additionally, this study examines how evaluators' beliefs in a just world moderate the relationship between stereotypes and legitimacy judgments, to contribute to a better understanding of how system inequality and prejudicial stereotypes endure. The study establishes that prejudices linked to stereotypes participate in female and immigrant failed entrepreneurs being judged less legitimate than male and native failed entrepreneurs. Moreover, while a higher education level increases the legitimacy perception of failed entrepreneurs, the effect is less for failed female entrepreneurs than for failed male entrepreneurs and less as well for failed immigrant entrepreneurs than for failed native entrepreneurs. Finally, the findings establish that evaluators who hold higher in beliefs in a just world attribute lower legitimacy to failed female entrepreneurs and to failed immigrant entrepreneurs than to failed male and failed native entrepreneurs compared to evaluators who hold lower in beliefs in a just world.

[view paper \(if available\)](#)

Author: **Laura Zimmermann**; IE U.

Lately, screen time tracking applications have been launched by the biggest mobile technology companies and praised as a solution to mobile phone overuse. These tracking apps provide detailed information about an individual's mobile app usage and supposedly enable users to regain control over their phone habits. This research demonstrates, using a large-scale longitudinal field study and an experimental online survey, that screen time tracking apps are well received by consumers and improve digital self-awareness. However, this improved knowledge does not translate into a reduction of mobile screen time. Conversely, a self-imposed digital nudge—turning one's phone to grayscale mode—may be more effective in reducing screen time. Finally, the results indicate that higher screen time is linked to lower performance (i.e., grade point average) several months later. The findings of this research advance our understanding of how tracking apps influence users' self-awareness, their mobile behavior and long-term consequences for performance.

[view paper \(if available\)](#)

The Social (de)Construction of Technology and the (dys)Functions of Innovation Systems

Author: **Isla Milne**; McGill U. - Desautels Faculty of Management

The functions of innovation systems model provides a useful tool with which to analyze the dynamics of an innovation system, a system which has often only been studied in its static state. The framework presented in this paper combines the functions of innovation systems approach with the social construction of technology (SCOT) literature to emphasize the social dimension of the technology substitution process. The framework outlines the process by which changes in the social construction of both the incumbent and/or the challenger can lead to functions or “dysfunctions” of their respective technological systems. Equal emphasis is placed on the incumbent technology and the challenger technology, providing a framework that focuses on both sides of the substitution equation. The framework highlights that the social

Effects of Inequality on the Relationship Between Gender, Self-Efficacy, and Entrepreneurial Success

Author: **Alexander Glosenberg**; Loyola Marymount U.

Author: **M.K. Ward**; Curtin U.

Author: **Jeffrey M. Pollack**; NC State U.

Author: **Lori Lea Foster**; North Carolina State U.

Author: **Samuel B Pond**; North Carolina State U.

There is meta-analytic evidence that higher self-efficacy is associated with greater entrepreneurial success; however, there is unexplained variance in this relationship. We predict that higher levels of self-efficacy might not tend to translate as readily into entrepreneurial success for women as they do for men. To test this proposition, we performed a meta-analytic regression on studies ($k=101$) that assessed the relation of self-efficacy with entrepreneurial success. In line with social role theory, we find that the relation between self-efficacy and success in entrepreneurship tends to be lower for women in societies with high gender inequality.

[view paper \(if available\)](#)

Beyond Knowledge, Skills, and Ability: The Impact of Neurodiversity in New Ventures

Author: **Nicola Anne Thomas**; Technical U. of Denmark

Author: **Carina Lomberg**; Technical U. of Denmark

Author: **Lars Alkærsg**; Technical U. of Denmark

Recent entrepreneurship literature highlights the adaptive benefits of neurological differences for lone entrepreneurs. However, it is not known how neurological diversity plays out within new venture teams (NVT). This paper adopts a strengths-based lens to define neurodiversity and empirically test our neurodiversity model by analysing more than 5,452 Danish NVTs over a nine-year period. Our findings reveal that the inclusion of a neurodiverse founding member enhances team performance; this effect is enhanced for founders who have received treatment. This study contributes to entrepreneurship theory by empirically showing the adaptive benefits of multiple neurodiversity conditions and the positive benefits for founding teams composed of neurodiverse entrepreneurs.

construction of technology is an ongoing process that is occurring throughout the innovation process, even though path dependencies may develop due to feedback cycles between the functions of innovation systems

[view paper \(if available\)](#)

Asynchronous

THEME RESEARCH PAPER SESSION ASYNCHRONOUS

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION ASYNCHRONOUS

ENT

Effectuation and Bricolage 3 (session 1446)

How Bricolage Influences Green Management in High-Polluting Manufacturing Firms

Author: **Liang Wu**; Guangdong U. of Foreign Studies
Author: **Heng Liu**; Lingnan U. / Sun Yat-sen U.

As green management (GM) matters not only for firms' competitiveness, but also has social and health benefits, both the public and government often expect firms to apply it. Yet, the current literature fails to provide a detailed explanation of how firms in high-polluting manufacturing (HPM) deal with challenges when applying GM activities, despite that these firms may be a key source of environmental problems. To address this research gap, we draw upon a subjectivist view of resource construction to investigate how and when HPM firms in emerging economies can rely on bricolage to boost GM. We tested our research model on a sample of 180 petrochemical manufacturing firms in China. Our results showed that HPM firms can rely on bricolage to positively implement GM but its effects vary in different market and institutional environments. That is, firms can benefit more from bricolage in implementing GM in the context of difficult-to-forecast market change, but its positive effects will be impaired when environmental protection policies change constantly. This study highlights the role of subjective resource construction activities in GM under different market and institutional conditions in emerging economies, and provides novel explanations and policy implications for this emerging phenomenon.

ENT

Family Firm: Strategies and Innovation (session 1445)

Increased Innovation Performance through Transgenerational Rejuvenation in Family Firms

Designated as a "Best Paper" for ENT
Author: **Thomas Dorsch**; Philipps-U. Marburg
Author: **Peter Jaskiewicz**; Telfer School of Management, U. of Ottawa
Author: **Jim Combs**; U. of Central Florida
Author: **Torsten Wulf**; Philipps-U. Marburg

Although family firms invest less in innovation, evidence suggests that they generate a relatively higher innovation performance (per unit of investment) than non-family firms. Despite this important difference between family and non-family firms, relatively little remains known about the drivers of the vast innovation performance differences among family firms. Drawing on temporality research, we theorize that transgenerational control intentions increase family business leaders' willingness to enhance the firms' innovation performance to rejuvenate the family business for the next generation. Moreover, we theorize that family successors' (1) past childhood involvement and (2) current leadership involvement reduce family business leaders' uncertainty regarding the feasibility of transgenerational control, further fueling their motivation to enhance innovation performance to rejuvenate the firm. Hypotheses tests using a multi-respondent, multi-time period survey of 190 family leaders and potential successors in 95 private German family businesses support our theoretical framework. A

view paper (if available)

Dynamics of the Entrepreneurial Process: The Role of Bricolage and Effectuation

Author: **Vanessa Vasconcelos Scazziota**; Fundacao Getulio Vargas

Author: **Luiz Guerrazzi**; Instituto Superior Manuel Teixeira Gomes

Author: **Fernando A R Serra**; U. Nove de Julho - UNINOVE - São Paulo

Effectuation and bricolage are two of the alternative theoretical approaches to entrepreneurship that provide explanations about the entrepreneurial activity in dynamic and resource-limited environments. The focus of this study will be on effectuation and bricolage, considering the need to broaden our understanding of entrepreneurial action beyond the traditional analysis of effectuation and causation. We used a longitudinal process approach to answer the following research questions: How does the entrepreneurial process occur in the light of the effectuation and bricolage? Why does it happen? We analyzed 120 events that influenced the entrepreneurial process in 4 ventures. Our results improved our understanding of the dynamics between bricolage, effectuation, and causation as modes of actions. We showed that bricolage is a preferred mode of action to capture resources and knowledge about these resources to extend its services, while effectuation is a preferred mode of action to acquire abilities. Causation seems to occur due to internal factors, such as the need to internalize routines and structures to improve the business process to gain efficiency or by the pressure of external stakeholders.

view paper (if available)

A Stakeholder Perspective on Effectuation Processes

Author: **Jonathan Van Mumford**; U. of Turku, Finland

Author: **Peter Zettinig**; U. of Turku, Finland

In this paper we seek to contribute to theorising on

key insight is that the involvement of the next generation in the family business reduces the uncertainty of senior leaders' transgenerational intentions, thereby fueling their energy to work with the designated successor and innovate to rejuvenate the business.

view paper (if available)

The Effect of Owner Birth Order on R&D Investments in Family Firms

Author: **Wen Li**; U. of Technology, Sydney

Author: **Jin-hui Luo**; School of Management, Xiamen U.

The debate on whether family firms are risk-averse or risk-taking in R&D activities is yet inconclusive. Move beyond prior studies assuming family influence as a whole, this study aims to investigate the impact of a nascent but essential factor, family owner's early life experience which is largely captured by their birth orders, on R&D investment decisions. Drawn on evolutionary theory related to birth order effect and family innovation literature, we conceptualize that birth order of family owners will affect how they perceive the preservation of socioemotional endowment and react to risk-taking strategy, namely R&D investment in this study. We propose that later-born family owners tend to be risk-takers and invest more in R&D projects compared with those who are earlier-borns. However, the proposed enduring birth order effect will also be hindered or promoted in the family firms where family management also sets boundaries. We further expect that the positive association between birth order and R&D investments is weakened and strengthened respectively when a family member is a chairperson on the board and when there is a presence of owner-CEO duality. We confirm our hypotheses by using a sample of 747 firm-year observations from Chinese listed family firms during the period of 2006-2014. The results confirm the role of "family" life in an understanding of innovation heterogeneities among family firms, and we believe it also serves as a strong case to cross-pollinate ideas among family business, innovation strategy and family science which is much-needed in management and strategy area.

the process of new venture or new market creation through effectuation processes by conceptualising a stakeholder perspective on commitments to effectual processes and the rationales that underlie them. We argue that while effectual and causal logics sufficiently represent decision-making under instrumental rationality, there is currently a lack of discussion on the subjectively rational motivations that may influence stakeholder decision-making towards entrepreneurial effectual processes under varying levels of uncertainty. While the extant literature suggests that the logic underlying stakeholder commitments to effectual networks and processes will be follow a similar means-oriented rationale to effectual entrepreneur, we suggest different commitments will follow different rationales ranging from instrumentally rationale effectual and causal logics, to subjective logics based upon 'self-belief' and 'faith-reasoning'. Explicating these four ideal types of commitment rationale in a typology in relation to motivation and perceptions of uncertainty, we go on to theorise on how stakeholders employing these different rationales may behave pre- and post-commitment, and the implications these pose for how effectual processes unfold.

[view paper \(if available\)](#)

Effectuation Across Ecosystems: How Ecosystem Differences Influence Entrepreneurial Actions

Author: **Sylvia Hubner**; National U. of Singapore (NUS)

Author: **Fabian Most**; Ludwig Maximilian U. of Munich (LMU)

Author: **Jochen Wirtz**; National U. of Singapore (NUS)

Author: **Christine Auer**; LMU Munich

This paper shows why and how ecosystem differences influence entrepreneurial decisions and actions. We introduce ecosystem differences as a predictor of effectuation and causation, and explore why and how some ecosystems facilitate and others hinder effectuation (Sarasvathy, 2001). To do so, we draw on 43 qualitative interviews with successful players in three different ecosystems: Silicon Valley, Munich, and Singapore. First, we identify ecosystem specific constellations in culture and attitudes, the

[view paper \(if available\)](#)

The Impact of Family Ownership on Firm Innovation and the Moderating Effect of Cooperation.

Author: **Taewoo Kim**; Mississippi State U.

Author: **Laura Elizabeth Marler**; Mississippi State U.

Research reveals inconsistent findings related to the effect of family ownership on firm innovation. Drawing upon a socioemotional wealth framework, this study sheds light on how family ownership affects firm innovation when considering inter-organization cooperation as a strategic option. We hypothesize that inter- organization cooperation moderates the negative relationship between family ownership and firm innovation and that the moderating effect depends upon the type of cooperative partner and type of cooperative activity. Results support the notion that the negative impact of family ownership on firm innovation can be mitigated by a firm's inter-organization cooperation and that both the type of cooperative partner and type of activity both demonstrate moderating effects. Contributions and future research directions are also discussed.

[view paper \(if available\)](#)

Innovativeness in the Digital Era: An Empirical Study of Family Influence and Dynamic Capabilities

Author: **Jonas Soluk**; WHU - Otto Beisheim School of Management

Author: **Ivan Miroshnychenko**; Free U. Bozen, Bolzano

New digital paradigms have prompted many firms to innovate their business models. Consequently, new sets of dynamic capabilities are required to cope with these new digital paradigms. We examine the heterogeneity of organizations' dynamic capabilities and introduce such capabilities as a key driver of digital business model innovation (BMI) in family and non-family firms operating in environments with different levels of dynamism. Based on unique survey data from 1,444 German

market and environment, and resources and networks. Second, we illuminate in how far the constellation in each ecosystem drives specific entrepreneurial actions and decisions, and how these mechanisms in turn relate to tendencies towards causation or effectuation in each ecosystem. Our findings indicate that the mechanisms in Silicon Valley facilitate effectuation and discourage causation, whereas the mechanisms in Munich emphasize causation and hinder effectuation; and the mechanisms in Singapore establish a cautious balance of both effectuation and causation. We discuss the implications of these results.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

family and non-family firms, we examine dynamic capabilities in terms of knowledge exploitation, entrepreneurial capability, risk management, networking, development and change management, and market and customer knowledge, showing that this wide range of heterogeneous dynamic capabilities in combination fully mediates the positive relationship between family influence and digital BMI. Moreover, we find that the mediation effect is stronger for firms operating in environments with high dynamism. However, when examined one-by-one, our findings reveal that not all of the different capabilities play the same role and matter in a dynamic environment. Taken together, these findings highlight that the effect of family influence on digital innovation is more complex than previously thought, which holds important implications for the digital innovation and family business innovation literatures, and offers important insights into the crucial role of capabilities and environmental dynamism in the digital economy.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Funding 3 (session 1447)

Bouncing Back from Bankruptcy: Narratives of Entrepreneurial Antifragility

Author: Amit Rawal; Mr

Author: David Sarpong; Brunel Business School

Drawing on antifragility as a lens, we explore UK-based entrepreneurs' accounts of their behaviours and choices to theorise how they managed to bounce back from bankruptcy to restart their new firms. Our findings suggest that antifragility as an entrepreneurial competence enables once bankrupted business owners to identify potentialities and limits of restarting and managing a new venture in ways otherwise overlooked by others. In this way, we illuminate how antifragility as an organising capability could be harnessed by developing a process model that highlights the core

ENT

Immigrant Entrepreneurs (session 1444)

The Entrepreneurial Financing for the Immigrant Entrepreneurs: A Systematic Literature Review

Author: Bryan Malki; Jönköping International Business School

Author: Timurs Umans; Jönköping International Business School

Author: Daniel Pittino; Jonkoping International Business School

There is an increasing interest in the phenomenon of the immigrant entrepreneurship. Despite the increasing number of studies discussing this phenomenon, the financing aspect of the immigrant entrepreneurship topic is still an emergent phenomenon. In this paper, we critically and systematically review the field of entrepreneurial

stages of entrepreneurial recovery post-bankruptcy.

[view paper \(if available\)](#)

Is Experimentation a Substitute for Experience? The Effect of Experimentation on a Funding Platform (WITHDRAWN)

Author: **Chiara Spina**; Bocconi U.

Author: **Charles Williams**; Bocconi U.

As entrepreneurs start new ventures, they rely on resources they do not own or fully control. In communicating with resource providers, entrepreneurs make specific choices about what they disclose, and this can have a large impact on their likelihood of obtaining the resources they need. We study the description of experimentation- and planning-related activities – prominent aspects of the process of new venture creation – to show that they help elicit support from resource providers. By analyzing 54,337 project descriptions from Kickstarter, we find that describing experimentation- and planning-related activities result in an increase in the likelihood of obtaining funding. These results are replicated through online experiments to address causality concerns. With the growing emphasis among entrepreneurs on experimentation and lean start-up techniques, this research clarifies if sharing these activities helps nascent entrepreneurs gain access to resources.

[view paper \(if available\)](#)

A Blessing or a Curse? Unicorn Ventures in the IPO Market

Author: **Seowon Joseph Shin**; U. of Washington

Author: **Uisung David Park**; Syracuse U.

This paper investigates the valuation of high-growth entrepreneurial firms labeled as unicorns – private venture firms that are valued more than \$1 billion – during Initial Public Offering (IPO). We explore unicorn valuation at IPO compared to non-unicorns by expanding the entrepreneurial finance literature and contextualizing unicorn phenomenon into underpricing literature with two dominant theories that compete in this context; information asymmetry and ex- ante uncertainty. Using a unique dataset of 226 IPOs in the US including unicorn firms

financing of the immigrant entrepreneurs. For this purpose, we conduct a two-step analysis on systematically selected 37 articles. In the first step, we provide an overall description of the field, while in the second step, we perform a SWOT analysis on different aspects of the field including the units of analysis, the main questions and the use of theories and methods in the field. The review identifies some gaps and weaknesses in the field, suggests potential opportunities for the future research, and highlights some threats that could impede the implementation of the future opportunities. Finally, the review suggests further questions to be explored for the future advancement in the field.

[view paper \(if available\)](#)

The Effect of Push-Pull Forces and Local Integration on Internal Migrant Entrepreneurship in China

Author: **Tenghao Zhang**; Edith Cowan U.

Author: **Pi-Shen Seet**; Edith Cowan U.

Author: **Janice Redmond**; Edith Cowan U.

Author: **Jalleh Sharafizad**; Edith Cowan U.

There are significant local-migrant and urban-rural dichotomies that stand in the way of China's modernization, which can ascribe to the enormous inter- regional economic and institutional disparities, as well as the longstanding hukou system. With a focus on migrants' home region's and host region's economic and institutional differences, this research investigates how push and pull forces and local integration influence internal migrant entrepreneurship in China. Drawing on an integrated conceptual model which incorporates social integration theory into the push-pull framework, we investigate a national sample of 128,539 internal migrants across the country. The results suggest that push and pull forces and local integration significantly influence migrants' choice of entrepreneurial entry. We also find that social integration plays a mediating role in the relationship between push-pull forces and entrepreneurial entry. Furthermore, we notice that migrants' local integration is also largely driven by push and pull forces. The study advances theory by incorporating the integration theory with the push-pull theory and argues that migrants' entrepreneurial entry

and controlling for potential sampling bias with an instrumental variable approach, we find that unicorn firms are more underpriced than non-unicorn firms in the IPO market that aligns with ex-ante uncertainty theory but against information asymmetry theory. We also examine three moderating factors that support our finding. This paper contributes to literature on entrepreneurial finance, celebrity firms, and unicorn phenomenon.

[view paper \(if available\)](#)

The Diffusion of New Entrepreneurial Practices Around the World: The Case of Initial Coin Offerings

Author: **Cristiano Bellavitis**; U. of Auckland
Author: **Tom R. Vanacker**; Ghent U. and U. of Exeter
Author: **Douglas Cumming**; Florida Atlantic U.

We examine the cross-country diffusion of a new entrepreneurial practice, namely Initial Coin Offerings (ICOs). Drawing on institutional theory, we argue that governments (including their financial regulators), the media and academic institutions affect the institutional legitimacy of ICOs, thereby influencing their cross-country diffusion. Further, we hypothesize that ICO bans in one country have internationally mobile governance implications that affect the diffusion of ICOs in other countries. We introduce new quarterly data on ICO activity from 73 countries between 2013 and 2017 (inclusive), and present evidence consistent with our new hypotheses and institutional theory. Overall, we offer novel insights on the cross-country diffusion of ICOs, a new entrepreneurial practice, in an increasingly global and decentralized world.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

decisions are not only determined by the economic and institutional push-pull factors but also significantly affected by their integration in the host society. It also identifies the mediating effects of local integration exist in the relationship between push-pull factors and entrepreneurial entry. We propose practical implications that may assist policy-makers in further facilitating the internal movement of people and entrepreneurship in China and other emerging economies.

[view paper \(if available\)](#)

Time, Entrepreneurial Experience(s), and the Meaning of Place: A Study of Migration Discontinuities

Author: **Zografia Bika**; U. of East Anglia (UEA)
Author: **Christos Kalantaridis**; London Metropolitan U.

In this paper we explore how does the meaning assigned to place influence entrepreneurial choices (regarding knowledge resources), and innovation outcomes in rural areas. Drawing insights from the ideas of Alfred Schütz we argue that processes of innovation in rural Cumbria (North West England) stretch beyond its geographical boundaries not only because of the absence of local knowledge generating organizations, though this undoubtedly may act as the trigger, and the background of key actors. Entrepreneurial choices, in our view, are influenced by meanings of place that are neither objective nor shared but individual: shaped by direct experiences and through experiencing the experiences of others over a two-dimensional time (i.e. internally as part of an individual life 'journey' as well as externally as chronological events). This offers a new and more nuanced explanation of how time, experience, and meaning(s) of place influence the entrepreneurial actors' ability to innovate.

[view paper \(if available\)](#)

Where to Start-Up? Immigrant Opportunity Entrepreneurs' Location Decisions

Author: **Nastaran Simarasl**; California State Polytechnic U., Pomona

Author: **Kaveh Moghaddam**; U. of Houston, Victoria
Author: **David W. Williams**; U. of Tennessee

We draw on sociology (ethnic enclave theory) and economics (location theory) to investigate immigrant opportunity entrepreneurs' start-up location decisions. We used conjoint analysis to explore location decisions made by 79 highly-educated, first-generation immigrants with entrepreneurial intentions. Costs of doing business had a negative impact on location decision likelihood whereas government support positively influenced the likelihood to choose a location. Financial capital access moderated the relationships between costs of business and location decision likelihood. Furthermore, social network support moderated the relationship between government support and location attractiveness for these entrepreneurs.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Narrative Perspectives (session 1451)

Blaming Yourself or the Circumstance? Entrepreneurial Failure Narratives in Job Interviews

Author: **Alexander Kuesshauer**; U. of Kaiserslautern, Germany

Author: **Matthias Baum**; U. of Bayreuth

Entrepreneurial failure is a common phenomenon, and failed entrepreneurs often consider paid employment after dropping an entrepreneurial project. However, the question pertains to how entrepreneurial failure affects former entrepreneurs' chances on the job market. Drawing on attribution theory, we apply a within-subject experimental design using 188 recruiters and examine if the failure narratives of former entrepreneurs impact employability decisions toward paid employment. Our results show that internal attributions (e.g. lack of skills) are more

ENT

New Research/Theory 1 (session 1450)

Enhancing Entrepreneurial Orientation Research: From Theorizing to Measuring

Author: **Birton Cowden**; Kennesaw State U.

Author: **Jintong Tang**; Saint Louis U.

Developed more than thirty years ago, the construct of entrepreneurial orientation (EO) has helped identify which firms are entrepreneurial versus those that have a conservative strategic posture (Miller, 2011). As markets and competitive dynamics have significantly changed, however, in order to ensure EO's relevance for the next 30 years and beyond, the current research identifies issues with current EO research, and proposes some preliminary solutions to tackle both the breadth and depth issues of EO. Drawing upon more profound theoretical foundations, we broaden the EO conceptualization by incorporating both Schumpeterian and Kirznerian perspectives, and we

effective than external attributions (e.g. distancing from failure) in the employment job interview. Additionally, we find that the combination of internal and controllable failure attributions is more effective than those that are external and uncontrollable. Thus, person-centered strategies seem more advantageous than distance-taking strategies. Importantly, we demonstrate that former female entrepreneurs are better off with internal failure attributions, whereas males are better off with external attributions.

[view paper \(if available\)](#)

Building Trust in Entrepreneurial Teams: The Role of Team Narratives

Author: **Aishwarya Kakatkar**; TUM School of Management, Technical U. of Munich

Author: **Holger Patzelt**; TUM School of Management, Technische U. München

Author: **Nicola Breugst**; TUM School of Management, Technical U. of Munich

Although trust between co-founders is critical for the success of an entrepreneurial team, we have limited insights into what builds a founder's trust in the team. Taking a social information processing perspective, we develop theory on the role of entrepreneurial team narratives in building a founder's cognition-based trust in his or her entrepreneurial team. We focus on two structural dimensions of entrepreneurial team narratives, heterogeneity of narrative topics in a team and uniqueness of narrative topics in a team, hypothesizing that these are positively related to a founder's cognition-based trust in his or her entrepreneurial team. We theorize these relationships to be context-dependent, such that a founder's perceived resource scarcity will negatively moderate the relationships between the structural dimensions of team narratives and a founder's cognition-based trust in the team. We draw on interview and questionnaire data from 102 founders across 43 complete entrepreneurial teams to provide evidence in support of our hypotheses. Not only does our study have implications for research on building trust in entrepreneurial teams, entrepreneurial narratives, and resource scarcity, but it also has methodological implications by

deepen the EO dimensions by linking EO research with effectuation theory. From the measuring perspective, we propose that qualitative studies must commence in order to map out a robust measure that allows not only the distinction between conservative and entrepreneurial firms, but also among entrepreneurial firms in terms of their innovativeness, proactiveness, risk-taking, and forms of market entry, as being entrepreneurial can mean many things (Wales et al., 2020). We hope that through this work, EO will become even stronger and more useful for academia and practice.

[view paper \(if available\)](#)

The "Emergence" of New Organizations - A Complex Adaptive Systems Perspective

Author: **Su Lyn Cheng**; EMLYON Business School

Author: **Frederic Delmar**; EMLYON Business School

Author: **Gregoire Croidieu**; EMLYON Business School

The establishment of a new organization is a tumultuous process where out of the initial chaos, some entrepreneurial groups succeed in creating order, but many do not. Given the importance of creating new organizations, emergence – the interactive process of lower level independent elements converging, leading to the creation of novel, self-reproducing processes a higher, systems level – has not been sufficiently addressed in entrepreneurship literature. To offer a fresh perspective on this topic, we incorporate the assumptions of complex adaptive systems – a non-equilibrium system; members' self-organization; nonlinear system behavior; and non-reducible emergent entities – to better illustrate systemic conditions necessary to drive emerging processes that act as foundations for new organizations. Complexity science frameworks have proven to be useful for modeling what occurs in rapidly changing systems, such as the emergence of a new organization from entrepreneurial groups. To better illustrate this emergence process from an entrepreneurial group, we incorporate Tuckman's four stage framework of team development: Forming, storming, norming and performing and overlay them with the characteristics of emerging processes. In closing, we suggest several avenues

illustrating how automated topic modeling techniques can be used to study narratives and other texts in entrepreneurship research.

[view paper \(if available\)](#)

Building Bridges: A Review of the Art in Entrepreneurship and the Entrepreneurship in Art

Author: **Adrienne Callander**; U. of Arkansas

Author: **Michael Cummings**; U. of Arkansas

Arts Entrepreneurship is still in its early stages as an emerging field of academic and scholarly inquiry at the intersection of art(s) and entrepreneurship. As such it is still in the process of defining its own scope and boundaries. In this article, we examine entrepreneurship's recent treatment of art (and vice versa) to explore and describe the hidden assumptions evident in each parent discipline's characterization of the "other". To do so, we identify and systematically review 56 articles in leading entrepreneurship journals that address the field or practice of art(s). We first descriptively analyze the breadth of approaches towards art(s) in entrepreneurship scholarship and identify six different roles that art plays. We then use the description as a basis for identifying opportunities for further enriching the arts entrepreneurship field.

[view paper \(if available\)](#)

Resourcefulness Narratives: Entrepreneurial Storytelling to Get More for Less

Author: **Greg Fisher**; Indiana U.

Author: **Emily Neubert**; Indiana U. - Kelley School of Business

Author: **Devin Burnell**; Indiana U. - Kelley School of Business

Entrepreneurs often confront resource constraints as they attempt to bring their ideas to fruition. To overcome these constraints, they may attempt to make clever use of the resources under their control and seek resources and support from others. One tool entrepreneurs can use to garner support from others is storytelling, yet prior research has not specified what kinds of stories really matter when

and methodological extensions for future research in entrepreneurship. We consider the entrepreneurial group as the first formative stage of new organization within a complex system.

[view paper \(if available\)](#)

Typifications of Contemporary New Venture Units: An Exploratory Analysis of Visual Registers

Author: **Eve-Michelle Basu**; Uppsala U.

Innovation 'labs' and 'garages' and units sometimes simply called 'X' are mushrooming in large corporations. Such new venture units are, however, not a novel phenomenon and have gone in and out of fashion since the 1970s. Extant work conceives of these units as vehicles for corporate venturing and discusses them as places that allow internal new ventures to grow in an environment, designed specifically to support and protect the development of fledgling new ventures with the appropriate culture and routines, until they are ready to be adopted by the mainstream organization. This understanding is, however, colored by the common conceptual and methodological choices of prior research and may overlook other meanings of NVUs. In this study, we thus problematize the 'settled' view of NVUs in the literature and study corporations' intersubjectively shared, situated and culturally embedded ideas about NVUs, and their essential characteristics, that are embodied in visual representations of NVUs. For this purpose, we explore recurring, typified symbolic instantiations of actors and acts, as well as the use of visual language, in 464 images used to present and introduce NVUs on the websites of 30 large, European corporations. We find that the habitat of NVUs, and life inside it, (i.e. NVUs way of working and working conditions) and not ventures and outputs are central to the visual discourse.

[view paper \(if available\)](#)

Examining the Theoretical Implications of Practical Implications: A Qualitative Meta-Analysis

Author: **J. Kirk Ring**; Louisiana Tech U.

Author: **Jon C. Carr**; North Carolina State U.

entrepreneurs mobilize resources. We theorize that a particular type of story will have a significant impact on an entrepreneur's ability to garner support. Drawing from the literature on resourcefulness, cultural entrepreneurship, and organizational narratives, we develop a conceptual process model centered around the concept of a resourcefulness narrative, which is a story about specific instances of resourceful action by an entrepreneur that is told and retold to potential venture stakeholders. We argue that a resourcefulness narrative generates both an emotional and cognitive reaction among venture stakeholders that draws them in to want to support an entrepreneur. By acting resourcefully and transforming that action into a story, entrepreneurs are able to attract substantially more resources and support for their ventures that they otherwise would.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Author: **Kris Irwin**; Old Dominion U.

Author: **Koushikee Dutta**; Louisiana Tech U.

Author: **Paul L. Drnevich**; U. of Alabama

In management research, theory is of central importance, and as an inherently applied field, the practicality associated with theory development and testing is an important, but due in part to methodological difficulty, generally overlooked contributor to future theoretical insights. To address this important gap, we use a novel qualitative meta-analytic (QMA) technique to synthesize the degree to which practical implications of published academic articles reveal new opportunities to expand or clarify theory. In an effort to illuminate the contributions of practical implications to theory refinement and development, we limit our analysis to the practice oriented domain of strategic entrepreneurship. Our sample includes all quantitative and qualitative research published in the Strategic Entrepreneurship Journal since its inception through the summer of 2019. Through our analysis, we demonstrate how practical implications can generate insights for theory within the context of strategic entrepreneurship, and validate QMA for similar applications across the management discipline.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Social and Sustainable Entrepreneurship: Strategies and Business Models 1 (session 1449)

Business Model and Internationalization of Social Enterprises in Base of the Pyramid Markets

Author: **Filip De Beule**; KU Leuven

Author: **Johan Bruneel**; IESEG School of Management (LEM-CNRS 9221)

This paper analyzes the internationalization of social enterprises, which are firms that take a business-oriented approach to tackling social problems. By focusing on the impact of the configuration of their business model for their international involvement, our study sheds new insights on the relationship between the local specificity and their internationalization. Employing an unique dataset of social enterprises in India, our study shows that social enterprises in which customers and beneficiaries are differentiated, on the one hand, and do not deliver additional activities to create the intended social value, on the other hand, are more likely to internationalize.

The results further indicate that social enterprises that depend primarily on donations are less likely to internationalize. As such we contribute to the social entrepreneurship and international business literature by analyzing the importance of the business model concept for firm internationalization.

[view paper \(if available\)](#)

Shades of Green: Investigating New Ventures' Attention Upon Sustainability and its Impact on Success

Author: **Verena Hossnofsky**; Friedrich-Alexander U. of Erlangen-Nürnberg

Author: **Franziska Schlichte**; Friedrich-Alexander U. of Erlangen-Nürnberg

Author: **Sebastian Junge**; U. of Erlangen-Nuremberg

This study examines whether new ventures' varying attention upon environmental issues influences their success. Drawing on CSR and entrepreneurship literature, we hypothesize that the financial benefit arising through new ventures' attention upon sustainability is exponentially decreasing for newly founded firms that pay little attention and exponentially increasing for new ventures with high attention upon sustainability. We further propose a moderating role of founder experience. Our results extend previous research by confirming this U-shaped relationship. Additionally, we show that prior work experience of the founder flattens (for low attention), respectively steepens (for high attention) the U-shaped relationship. We contribute to CSR and sustainability literature by focusing on the peculiarities of new ventures and considering different types of sustainability practices. Moreover, we contribute to entrepreneurship literature by conceptualizing and testing attention upon sustainability as an environmental influence factor of new venture success. Furthermore, we contribute to upper echelon literature by implementing prior work experience as a moderating factor.

[view paper \(if available\)](#)

Modelling the Entrepreneur's Decision on Which Practice Use to Create Sustainable Businesses (WITHDRAWN)

Author: **Alberto Peralta**; U. of Alcala (Spain)

Author: **Javier Carrillo-Hermosilla**; U. of Alcala (Spain)

Author: **Fernando Crecente**; U. of Alcala (Spain)

We have examined how the constructs influencing the entrepreneur's election of the practice to design and test new sustainable business models connect with their use of such eco-innovation practices. We present a comprehensive model aiming at explaining the use of experimentation practices by entrepreneurs, based on an empirical analysis of a sample of Spanish entrepreneurs (N=234). Using the PLS-SEM algorithms and a sound behavioral model, we modeled eleven constructs (Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Hedonic Motivation, Habit, Costs, Speed, Funding, Security and Behavioral Intention). Out of them, only three (Effort Expectancy, Hedonic Motivation, and Behavioral Intention) are meaningful; they explain 73% of the variance of the actual use of an eco-innovation practice and its associated experiments to build sustainable business models. Our results are relevant for entrepreneurs, mentors, educators, investors and public administrations as entrepreneurs might be considering only the easiest and more enjoyable innovation practices, independent if they are in line with sustainable objectives.

[view paper \(if available\)](#)

Strategic Orientations, Founding Imprints, and Social Enterprise Performance

Author: **Yingzhao Xiao**; Tianjin U.

Author: **Zhen Liu**; Shandong U.

The dual business-social nature is fundamental to social enterprises. Drawing upon the strategic orientation arguments, we propose competitor orientation and social orientation as the strategic choices the dual nature of social enterprises manifests and relate the effects of both orientations to their economic and social performance. We further posit that consistency between founding conditions and current strategic behaviors importantly influences social enterprise outcomes. We delineate how different founding imprints, social and founder, interact with strategic orientations in affecting social enterprise performance. Results based on a sample of 230 social enterprises in China show that compatible imprints and strategic orientations enhance performance, and vice versa. Our findings advance understanding of how the dual business-social nature of social enterprises manifests in market behaviors and how an integration of the past and the present can provide a more refined picture of social enterprises.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CAR

OB

HR

Broadening our Sight on Workplace Flexibility to Include Under-Emphasized Perspectives (session 396)

Workplace flexibility is ubiquitous in the 21st century. Research over the past 20 years has informed us that workplace flexibility such as telework, flextime, and reduced-load work are of increasing importance to employees' well-being and organizational productivity. However, there are still gaps in the literature, hindering our understanding of workplace flexibility and its impact on employees and employers. For example, past research has overly focused on individual employee perspectives over other stakeholders such as co-workers and supervisors. Furthermore, studies have focused more on FWA adoption and worker attitudes rather than on implementation and objective career outcomes such as performance, promotions, or pay. Dependent variables such as team effectiveness, communication, wages, and promotion/career outcomes have been neglected in favor of commonly examined variables such as well-being and engagement. Well-aligned with the Academy of Management theme, the goal of this symposium is to "broaden our sight" on workplace flexibility by examining these new under-researched issues. The presentations included in our symposium highlight a mix of qualitative and quantitative studies, consider implementation and utilization of FWAs from a multilevel lens, and balance theories with practical problem-solving, directly studying workplace practices that are currently being enacted by a significant number of organizations. Collectively, they provide new insights for understanding workplace flexibility, its impact on employees and employers, and mechanisms that govern the relationship between workplace flexibility and employee and employer outcomes.

Flexible Work Arrangements and Effects on Employee Outcomes

Samantha C. Paustian-Underdahl; Florida State U.
Janine Bosak; Dublin City U.

ONE

Organizations and the Natural Environment Doctoral Consortium Part 3 (session 397)

Real-time Open

PDW (WORKSHOP)

LIVE - OPEN

Laura McAndrews Little; U. of Georgia

Flexible Work Practices and Their Career Implications: Too Much of a Good Thing?

Timothy Golden; Rensselaer Polytechnic Institute
Kimberly A. Eddleston; Northeastern U.

Work-Life Flexibility Bundles and Cultures: A Typology and Identification of Implementation Factors

Ellen Ernst Kossek; Purdue U.
Kaumudi Misra; California State U., East Bay

Flexible Working Arrangements and Performance: Assessing Theory and Evidence

Clare Kelliher; Cranfield U.
Lilian M. De Menezes; Cass Business School, City U. London

Non-teleworkers' Influence on the Implementation, Practice, and Outcomes of Telework:

Amanda Jones; King's College London

Real-time Presenter

PRACTICE DIVERSITY RESEARCH THEME LIVE - PRESENTER
SYMPOSIUM

CMS

GDO

IM

MH

Embracing Decolonising-Colonizing Dynamics within Management and Organisational Knowledge (session 400)

It is just about time for management knowledge (MK) to de-discriminate itself and broaden embodied sights by including decolonization, decolonizers and decolonized in a planetary scale. The argument is as follows. MK has been triggered and partially organised by forces of transnational capital, post-Eurocentric Western houses of knowledge, and the post-nation state. It has been counter-balanced by resurging, insurging, emerging peoples, alternatives, borderlands, and 'border' scholars. As such, houses of management knowledge in the US and Europe are increasingly embracing, in particular ways, the argument enunciated collectively at the borderlands of the intercultural pluriversity in the Andean region (Walsh, 2012) and of the decolonizing Western University in South Africa: "the decolonizing project is back on the agenda worldwide" (Mbembe, 2016: 36). Underpinned by such interconnected discourses and intersecting praxis, capitalism dynamics and heterogeneous policies of inclusion-exclusion, the contemporary globalised world in general, and houses of knowledge in particular, are experiencing multiple and under-investigated transitional situations of managing colonizing- decolonizing dynamics (Mignolo & Walsh, 2018). Through this workshop, we would like to make a case for acknowledging and investigating these dynamics not only a legitimate but also an urgent matter within practical-theoretical realms of management knowledge and knowing.

Real-time Open

LIVE - OPEN

PRACTICE

DIVERSITY

INTERNATIONAL

RESEARCH

TEACHING

THEME

PDW (WORKSHOP)

HCM

GDO

OB

Social Connection and Well-Being: Combating Isolationism in the Academy (session 402)

Real-time Open

DIVERSITY

THEME

PDW (WORKSHOP)

LIVE - OPEN

NEU

Welcome to the NEU Interest Group (session 1533)

Asynchronous

ASYNCHRONOUS

MEETING

OMT

SAP

Interdisciplinary Dialogues on Organizational Paradox (session 405)

Increased attention to paradoxical tensions has informed our understanding of organizations, challenging us to frame tensions as an inevitable part of organizational functioning which, when worked through effectively, can enable creativity and more sustainable institutions (Bednarek, Paroutis, & Sillince, 2017; Clegg, Cunha, & Cunha, 2002; Schad, Lewis, Raisch, & Smith, 2016). Yet even as paradox theory emerged more recently within organizational theory, the roots of these ideas date back thousands of years (Smith, Lewis, Jarzabkowski, & Langley, 2017). Initially viewed through the fields of logic, philosophy, and religion, insights about paradox have informed and have been developed in a broad range of disciplines. As such, paradox arrives at the shores of organization theory from vast and varied fields. Expanding our insight about paradox and organizational theory therefore depends on both returning to and reconnecting with these rich interdisciplinary foundations, and using these insights to offer novel cutting-edge research. In this symposium, we engage more deliberately and deeply with these multidisciplinary roots in order to expand our insights about paradox scholarship in organizational theory, while also igniting opportunities for paradox theory to impact critical conversations in other disciplines. By doing so, we accept the challenge of the Academy of Management's annual theme to 'Broaden our Sights' by diminishing false dichotomies and creating connections across broad disciplines and ideologies – including connections to theology, physics, music, and mathematics. This symposium showcases and provides a discussion point for a pending special issue to the Research in the Sociology of Organizations on the same topic, seeking to both look backwards to the multidisciplinary foundations of paradox theory and forward to its ongoing development via this foundation. In doing so, it showcases several thought-pieces in this volume (four papers), advances perspectives on how disciplinary roots can further advance paradox and organizational theory, and also fosters discourse and debate to explore similarities and differences across different foundational disciplines. Specifically, in this symposium, we showcase the breadth of multidisciplinary foundations. We showcase four papers from the special issue (shifting from logics to Ubuntu philosophy; from gender studies to quantum physics). We also offer space to reflect together on this multidisciplinary project via our distinguished discussant who will offer reflections and commentary on this issue and the specific papers at hand.

Logic(s) and Paradox

Marco Bertj; U. of Technology, Sydney

Beyond Paradox Theory Orthodoxy, East and West: The Case of Ubuntu

Medhanie Gaim; Umea U.

Stewart R. Clegg; U. of Technology, Sydney

Untangling the Paradoxical Knot: Sexual Harassment, Gender, and Resilience

Linda L. Putnam; U. of California, Santa Barbara

Avigail McClelland-Cohen; U. of California, Santa Barbara

Paradox and Quantum Mechanics - Implications for the Management of Organizational Paradox

Tobias Hahn; ESADE Business School

Eric Knight; U. Of Sydney

Real-time Presenter

LIVE - PRESENTER SYMPOSIUM DIVERSITY PRACTICE RESEARCH THEME

12:00 EDT - 13:00 EDT

Tuesday, 11 August

MBR

Pontificia Universidad Católica de Chile Employer Presentation

Join us to learn more about our school and opportunities!



LIVE - OPEN MEETING

HCM

**Health Care Management Division
Plenary Session (session 403)**

Real-time Presenter

LIVE - PRESENTER PLENARY SESSION

MOC

CM

Believing is Seeing: Motivated Reasoning, Moral Judgments, and Divergent Perceptions of Social Issues (session 404)

Many of the most pressing challenges in the 21st century involve social, moral, and political conflict. This symposium examines barriers to developing a common and clear vision of these important challenges. We present five papers that examine how motivation cognition and disparate perceptions of morality lead to divergent perceptions of social, moral, and political issues and feed into intergroup conflict. Specifically, the papers presented examine how individuals' ideologies and identities influence their attention to inequality, their perceptions of who is moral, and their recollection of political events. Finally, we highlight how recognizing these subjective and myriad perceptions of social issues can inform our understanding of ethical decision-making in organizations. Together, this symposium expands research and theory on how divergent and motivated perceptions contribute to conflict at large and create barriers to addressing important organizational and societal issues.

Motivated Attention to Inequality

Hannah Benner Waldfogel; Northwestern Kellogg School of Management

Nour Kteily; Northwestern Kellogg School of Management

Jennifer Sheehy-Skeffington; London School of Economics and Political Science

Arnold Ho; U. of Michigan

It's (Not) My Party and I'll See What I Want To

Eden Hennessey; Wilfrid Laurier U.

Matthew Feinberg; U. of Toronto, Rotman School of Management

Anne Wilson; Wilfrid Laurier U.

Discrediting the Imaginary Hypocrite

Beth Anne Helgason; London Business School

SIM

Boundaries of Markets and Equilibria (session 406)

Ethics in the Anthropocene

Author: **Kevin Morrell**; Durham U. Business School

Author: **Frederik Dahlmann**; U. of Warwick

The label "Anthropocene" signals that humans have become the major force determining the planet's environment. The associated existential threat of climate change prompts challenges for societies, governments, businesses and individuals – whether as customers, consumers, employees or other stakeholders. Interactions between these different agents at different spatial scales prompt challenges to established theories of governance. We suggest that of three major normative traditions: Mill's consequentialism, Kant's ethic of duties and Aristotelian virtue ethics, the language of consequences and duties dominates understanding. Without displacing or losing sight of these insights, we demonstrate the comparative potential of using virtue ethics to respond to the challenges of the Anthropocene. To do so we identify three distinctive foci of virtue ethics: (i) agents rather than acts, (ii) laws and customs versus nature (iii), and the importance of context. We derive implications for governance in the Anthropocene.

view paper (if available)

Varieties and Externalities of Biosocial

Organizations in the Anthropocene Era

Author: **Bertrand Valiorgue**; Clermont Auvergne U.

Author: **Kevin Metz**; ESC Clermont Graduate School of Management

Author: **Emilie Bourlier Bargues**; ESC Clermont Graduate School of Management

For many organizations, animals are indispensable resources and without their presence these organizations would be unable to fulfill their mission and achieve their objectives. Despite this importance, organizational theory and management research have largely rejected animals outside the

The Phantom Opponent: Confirming One's Beliefs by Perceiving Opposition

Naomi Fa-Kaji; Stanford Graduate School of Business

Brian Lowery; Stanford U.

Embracing Pluralism to Enrich Theories of Ethics and Ethical Decision-Making

Christopher Bauman; U. of California, Irvine

Erik G. Helzer; Johns Hopkins U.

Jimin Lee; UC Irvine

Real-time Presenter

THEME

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

boundaries of the discipline. Our research focuses on the central place of animals in certain organizations that we describe as biosocial. Based on the analytical developments of boundary-work, our article makes two contributions to the emerging theory of biosocial organizations. First of all, we highlight a variety of biosocial organizations that do not pursue the same objectives and grant different status to animals. We also highlight the many externalities associated with the functioning of biosocial organizations that strain the equilibriums of the earth system and are at the root of political tensions and ethical questions. In response to the scientific and industrial developments of biosocial organizations and their societal and environmental footprints, our research highlights the need to integrate these organizations as research objects within the theory of organizations and management research. We also bring original developments for boundary-work by showing the importance of taking an interest in the boundaries of living organisms that are challenged by biosocial organizations and which lead to questioning the very notion of the human species.

[view paper \(if available\)](#)

Beyond Prosperity: How Market-Shaping Firms Advance Progress

Designated as a "Best Paper" for SIM

Author: **Wouter Rosingh**; the OMREUS Companies

Author: **Peter Moran**; China Europe International Business School

Author: **Michele Simoni**; Parthenope U. of Naples

Author: **Han Ming Daniel Chng**; China Europe International Business School (CEIBS)

The contributions to society of market-based economic systems are undeniable and impressive. Markets have mobilized knowledge to deliver significant advances in prosperity, in terms of greater economic wealth. For decades prosperity had been accompanied by equally impressive gains in progress in terms of improved social well-being. However, while prosperity continues to advance, particularly where markets are most efficient, progress seems to have stalled. Today, scholars are again questioning whether prosperity can adequately deliver progress. We answer, in this

paper, that it can—but only if guided by a purpose that is not determined by the blind pursuit of market efficiency and profit maximization. We explain how a relentless pursuit of efficiency allocates resources towards ever greater prosperity but often away from progress. Closing the prosperity–progress gap, we argue, will require a broader role for firms that includes market-shaping. We define market-shaping as the paradoxical process of persistently pursuing a purpose by allocating resources in a way that, on the one hand, shelters them from the market’s forces of efficiency, and on the other hand, redefines what the market indicates is efficient. In this way, markets and firms can reinstate themselves as engines of both prosperity and progress.

[view paper \(if available\)](#)

Theorizing Radical Conflict: Employment Relations in the Gig Economy

Designated as a “Best Paper” for SIM

Author: **Alessandro Niccolo' Tirapani**; Cass Business School, City U. London

Author: **H. C. Willmott**; City U. London Cardiff U.

Contemporary crises, like mounting social inequalities, trigger an intensification of conflicts arising from the transformations associated with the limits and failings of contemporary neoliberalism. This paper contributes to the responsiveness of our field to these developments. Specifically, it restores and rethinks conflict by moving beyond two well-established frames of reference: functionalism, which conceptualises it as something that must be either excluded or optimised; and structuralism, which marginalises the presence of contingency and interpretation in processes of social reproduction and radical change. Engaging a poststructuralist approach, we examine grievances and conflict in the neoliberal ‘gig economy’. Our analysis discloses how radical conflict is impeded through four key dimensions: ‘radical responsabilisation’, ‘quantification’, ‘universality’ and ‘disembeddedness’. But it also exposes areas of vulnerability to challenges and demands that may prefigure the development of less insecure, unequal organisational forms.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

RESEARCH

MOCK LIVE

ENT

Family Firm: Top Managers (session 401)

CEO Divorce and Firm Performance – The Role of CEO's Family Situation

Designated as a "Best Paper" for ENT

Author: **Mateja Andric**; U. of St. Gallen

Author: **Miriam Bird**; TUM School of Management, Technical U. of Munich

Author: **Karin Maria Kristina Hellerstedt**; Jonkoping International Business School

Author: **Thomas Markus Zellweger**; U. of St. Gallen

We investigate the impact of CEO divorce on firm performance and examine how this relationship depends on the CEO's life stage and the involvement of the CEO's family in the firm. Using data from Statistics Sweden covering the period from 2004 to 2014, we tested our hypotheses using a difference-in-difference design on a matched sample of 2,336 firms, most of which are small firms. With our results we contribute to upper echelons theory by showing that CEO divorce negatively affects firm performance, and that this relationship strongly depends on the length of the marriage, the presence of children, as well as whether the CEO's spouse and children work in the firm. We show that under certain conditions CEO divorce can even have a positive impact on firm performance, in particular in the presence of CEO's children in the firm.

[view paper \(if available\)](#)

Executive Compensation in Family Businesses: A Review and Framework for Future Research (WITHDRAWN)

Designated as a "Best Paper" for ENT

Author: **Anneleen Michiels**; Hasselt U.

Author: **Isabel C. Botero**; U. of Louisville

Author: **Roland E. Kidwell**; Florida Atlantic U.

Executive compensation can have implications for multiple elements of a family business and its importance to firm competitiveness has resulted in a large body of research in the areas of law, finance, accounting, human resources, organizational behavior, strategy, and economics. This integrative review examines 74 journal articles on executive compensation in family businesses published between 1983 and 2019. We identify theoretical perspectives that have guided this research, contrast executive compensation findings across family firms and between family and non-family firms, point out gaps in the literature, and outline a framework to guide future research. Our framework addresses a missing element in the research of executive compensation in family firms: how the business impacts the family and how the family impacts the business regarding executive compensation.

[view paper \(if available\)](#)

Family-Firm Transformational Leadership, Familiness, and Performance

Author: **Carolyn Neffe**; Münster U. of Applied Sciences

Author: **Celeste P.M. Wilderom**; U. of Twente
Author: **Frank Lattuch**; Münster U. of Applied Sciences

Familiness is considered one of the most valuable assets of family firms. But how familiness-related forces at the top management level of family firms may work their way into positive firm performance has not been addressed empirically before. The present field study couples upper-echelon theory with team-leadership theory and examines the effects of the transformational leadership style (TFL) of family-based CEOs in top management team (TMT) processes and on firm performance. Survey measures were gathered from 72 CEOs of German family firms as well as from 245 members of their TMTs. We tested the aggregated firm-level data, including objective firm-performance indicators of the 72 German family firms they led. Support was obtained for a four-path mediation model, in which three distinct familiness-related team forces (TMT cohesion, behavioral integration, and efficacy) serve as mediators between CEO TFL and family-firm performance in a series. With our model we focus on the under-researched area of familiness vis-à-vis family-firm performance. Theoretical and practical implications of the findings are discussed, and suggestions are offered for new avenues of family-firm familiness inquiry.

[view paper \(if available\)](#)

The Delicate Balance Between Family First Behaviour and Formal HR in Family-Owned SMEs (WITHDRAWN)

Author: **Anneleen Michiels**; Hasselt U.
Author: **Diane Arijs**; KU Leuven
Author: **Lorraine Marie Uhlaner**; EDHEC Business School

The objective of this paper is to investigate the antecedents of formal HRM practices in private family firms. More specifically, we look at family-centered noneconomic (FCNE) goals and family governance practices (FGP) through the lens of the behavioural theory of the firm to understand its effect on adopting formal HRM practices. Using regression models on a sample of 293 Belgian family SMEs, our results support the hypothesis that pursuit of FCNE goals is associated with less formalized HRM practices. Additionally, consistent with our second hypothesis, the simultaneous use of FGP while pursuing FCNE goals attenuates this negative effect. One implication of the research is that FGP can be beneficial not only to family but also nonfamily members of the firm.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

MOC

OB

SIM

New Frontiers in Community Research (session 408)

Humans have a fundamental need to belong and to be a part of a community, yet it is said that we are currently living in an “age of loneliness” plagued by isolation, fragmentation, and social disconnection. The changing nature of work offers limited opportunity to create the social glue that binds us together, and thus exacerbates social disconnection. Management scholars have been increasingly concerned with promoting a sense of community (SOC) in organizations. This symposium examines new frontiers in community research. Four of the papers included examine how community can be cultivated in non-traditional organizational settings such as co-working space (papers 1 and 2) and third places that are not the home or workplaces (paper 3) and emerge swiftly in temporary organizations (paper 4). Our collection of papers also addresses the consequences of experiences of community in non-traditional settings on thriving, well-being (paper 1 and 2), employee proactive and prosocial behavior (paper 3), and highlight community as an asset to draw from but also as an obligation or a source of responsibility (paper 5). This symposium integrates qualitative/quantitative methodologies drawing on a variety of micro/macro theoretical frameworks, challenging some of the self-imposed dichotomies around community and thus allows us to see other alternatives to building community in the 21st century and beyond.

Managing for Community in Enterprise Coworking Spaces

Hilary M. Hendricks; U. of Michigan

Gretchen Marie Spreitzer; U. of Michigan

Brittany Mallory; The Wharton School, U. of Pennsylvania

Peter Bacevice; U. of Michigan, Ross School of Business

Community in Coworking Space and Entrepreneurs' Well-Being

GDO

OCIS

HR

Virtual Work and Women's Career Equality: A Double-Edged Sword (session 407)

Research has shown that virtual work can change characteristics of the work environment in ways that have both positive and negative effects for women. Hence, virtual work may be a double-edged sword for women's career equality. A complete understanding of this double-edged sword is critical to determining how to leverage virtual work's benefits for women while at the same time mitigating its negative effects. However, gaining a holistic view of gender dynamics in virtual work is challenging due to the segmented and interdisciplinary nature of this research field, which has occurred in silos related to different virtual work domains (e.g., telecommuting, virtual teams, computer-mediated work) and conducted by scholars from different organizational disciplines (e.g., management, communications, information systems, psychology). This symposium assembles a panel of renowned scholars who study different aspects of gender effects in virtual work. Its interactive format will address the following questions: (1) How has existing research integrated the study of virtual work and gender differences? (2) What key themes have emerged from this research that inform understanding of the implications of virtual work for women's career equality? (3) What are some important future research directions related to gender differences in virtual work?

Real-time Presenter

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

LIVE - PRESENTER

Nam Kyoon Kim; Ivey Business School
Dominic Sun Kyu Lim; Ivey Business School
Lucas Monzani; Ivey Business School

**Place to “Be Yourself”: Examining Third Places’
Influence on Employee Proactive & Prosocial
Behavior**

Katelyn Zipay; U. of Oregon
Sophie Pychlau; U. of Oregon
David T. Wagner; U. of Oregon

**Resourcing Artifacts for the Emergence of a Swift
Sense of Community in Temporary Organizations**

Reut Livne-Tarandach; Manhattan College
Hooria Jazaieri; Leavey School of Business, Santa
Clara U.

**Recent Advances in Sense of Community and
Sense of Community Responsibility Research in
Organization**

Branda Nowell; North Carolina State U.
Neil M. Boyd; Bucknell U.

Real-time Presenter

PRACTICE

THEME

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

OMT

STR

**Is Gender Diversity a Threat or an
Opportunity? Unpacking Firm
Responses to a Societal Imperative
(session 410)**

Abu Rehan Abbasi

Papers in this symposium examine the responses to, and the consequences of, growing institutional and stakeholder demands for gender equality and inclusion in the labor market. While some firms substantively embrace the value of diversity, others do so only symbolically. Using formal theory, computational models, verbal reasoning, and empirical evidence, we aim to shed new light on the mechanisms and mediators that influence how firms respond to the societal imperative to embrace gender diversity.

STR

**Stakeholder and Nonmarket
Strategy (session 409)**

**When Opposites Detract from Cross-Sector
Collaboration: An Empirical Analysis of CSR
Implementation**

Designated as a “Best Paper” for STR

Author: **Aline Gatignon**; The Wharton School, U. of
Pennsylvania

Author: **Christiane Bode**; Imperial College Business
School

This paper examines under what conditions firms implement their corporate social responsibility (CSR) activities through nongovernmental organizations (NGOs) or on their own. In line with transaction cost explanations for other types of “make” versus “buy” decisions, we might expect NGO implementation to

Intersectionality and Pay Equity

David Gaddis Ross; U. of Florida

A Competitive-Conformity Explanation for Gender Diversity in Professional Service Firms

John Mawdsley; HEC Paris

Lionel Paoella; U. of Cambridge

The Value Added of Women in the Board: Evidence from Two-Sided Matching Under Gender Quota Policies

Denisa Mindruta; HEC Paris

Elena Lizunova; HEC Paris

Saris on Boards: The Consequences of Mandated Gender Quotas in Emerging Markets

Venkat Kuppuswamy; Northeastern U.

Rahul Anand; HEC Paris

Gender Network Gap: When and How Do Women-Owned Firm Network Differently than Male-Owned Firms?

Shweta Gaonkar; Johns Hopkins U.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

be the preferred option given that CSR is traditionally considered outside the scope of firms' core business activities. Yet we found the opposite to be true after the passage of the 2013 amendment to the India Companies Act regulating firms' CSR contributions, based on government data covering all 71,732 CSR projects implemented subsequently. We theorize that firms' choices are driven by a combination of macro-institutional and firm-level considerations. We argue that corporations refrain from contracting with NGOs who specialize in the provision of social goods and are driven to internalize CSR implementation instead due to their concerns about the capability-based and legitimacy-based assets at stake across both levels of analysis. We find empirical support for these arguments. Our findings advance research on CSR and nonmarket strategy, by contributing to our understanding of how macro-institutional factors can influence firms' governance choices in transaction-cost analysis.

view paper (if available)

Doing Well by Doing Good, Uniquely: The Market Value of Unique CSR Strategies

Designated as a "Best Paper" for STR

Author: **Leandro Nardi**; Insper Institute of Education and Research

Author: **Todd Zenger**; U. of Utah, David Eccles School of Business

Author: **Sergio Giovanetti Lazzarini**; Insper Institute of Education and Research

Author: **Sandro Cabral**; Insper Institute of Education and Research

Even within the same industry, CSR investment patterns across firms often diverge considerably. The capacity to invest in several distinct CSR categories at varying levels (e.g., environmental innovation, diversity, community) leaves firms with a multitude of patterns from which to choose. Drawing from literature on the uniqueness of strategic choices, we theorize that unique CSR strategies, often defined by firms distinctively performing at high levels in selected CSR categories, are likely to be more effective in helping firms access valuable resources provided by particular stakeholders. Using a novel measure of uniqueness of CSR strategies and a database containing

environmental, social, and financial information of 2047 firms between 2002 and 2017, we find a strong positive association between the uniqueness of a firm's CSR performance and market value. Our results suggest that this association persists even when firms perform poorly in CSR categories that are considered more material in their industries. To assure the consistency of our main findings, we address endogeneity concerns by examining two natural quasi-experiments arising from shocks that exogenously increased the importance of corporate reputation and CSR engagement. According to our results, firms with more unique CSR strategies prior to the shocks performed better in the period following these events. Our findings thus confirm the strategic value of CSR uniqueness.

[view paper \(if available\)](#)

Opening the Black Box of Value Appropriation: The Appropriation Ability in Constrained Markets

Designated as a "Best Paper" for STR

Author: **Fernando Deodato Domingos**; Insper Institute of Education and Research

Author: **Sandro Cabral**; Insper Institute of Education and Research

Author: **André Duarte**; Insper Institute of Education and Research

There has been growing interest in how companies appropriate value when interacting with their exchange parties. We contribute to this debate by hypothesizing and testing the role of heterogeneous appropriation abilities of transacting agents (buyers and sellers) on bargaining outcomes in constrained settings. To test our hypotheses, we employ proprietary data from a franchisor of dental clinics focused on the Bottom of the Pyramid (BoP), a market in which value appropriation is particularly relevant because buyers are highly constrained in their ability to pay for high-quality services. Our quasi-experimental design allowed us to identify that the existing constraints of transacting agents are likely to limit the extent of the appropriation abilities of both actors in the negotiating dyad. We show that even sellers with superior appropriation abilities (proxied by previous experience in negotiations) appropriate less value by providing extra discounts when negotiating with buyers with

severe financial constraints. Nevertheless, we observe that sellers with enhanced appropriation abilities reduce their appropriation in the short-term to secure long-term appropriation through recurring purchases from financially constrained buyers.

[view paper \(if available\)](#)

Illuminating Secrecy in Corporate Political Activity

Designated as a "Best Paper" for STR

Author: **Stanislav Markus**; Darla Moore School of Business, U. of South Carolina

Author: **Timothy Werner**; U. of Texas at Austin

Law-abiding firms often conduct corporate political activity (CPA) covertly, yet such use of secrecy in CPA has not been matched by our understanding of the phenomenon. We rigorously conceptualize the phenomenon of relative "secrecy" or "covertiness" in CPA. Our framework then analyzes the circumstances that prompt firms to conceal their CPA. Specifically, we investigate why socioeconomic stakeholders may object to firms' CPA; why policymakers may cater (or not) to these stakeholders; and how the broader institutional context shapes the preferences of stakeholders and policymakers. We build on theories from multiple disciplines: to understand stakeholders' preferences, we adopt both an economic perspective to examine material benefits or costs and a sociological perspective to examine perceptions of legitimacy; to understand policymakers' incentives and the institutional environment, we draw on scholarship in political science. Our framework addresses multiple levels of analysis including firms, markets, state agencies, political issues, and institutional systems. We argue that theory is particularly important for investigating consequential phenomena that yield scarce data – it is theory which guides data discovery ex ante, helps assess bias ex post, and uncovers key insights that empirical analysis alone cannot generate.

[view paper \(if available\)](#)

ENT

Institutional Environment (session 411)

Entrepreneurial Engagement and Performance: A Meta-Study on the Effect of Institutional Systems

Designated as a "Best Paper" for ENT

Author: **Lance Jordan Cosaert**; Amsterdam Business School, U. of Amsterdam

Author: **Jatinder Singh Sidhu**; Leeds U. Business School

Building on the varieties of capitalism literature, we examine the extent to which the different modes of coordination that underly institutional configurations influence value appropriation from entrepreneurial engagement. We theorize how the consistency of these modes of coordination across different institutions, in particular, affects value appropriation. Doing so, we test the influence of a collection of formal institutions instead of institutions in isolation of one another. We take stock of prior research and conduct a meta-analysis on the effect of entrepreneurial engagement in small and medium-sized enterprises across 13 OECD countries. The extent to which firms appropriate value from entrepreneurial engagement decreases in contexts that are characterized by inconsistency in the way institutions support firm coordination. Furthermore, this moderating effect of institutional inconsistency is U-shaped. This study adds to previous work on the effect of institutional configurations and comparative capitalism, showing how inconsistency across coordination mechanisms matters for the effectiveness of entrepreneurial engagement. Our findings also have implications for managers and policymakers.

[view paper \(if available\)](#)

Entrepreneurial workaround practices in severe institutional voids: Evidence from Kenya (WITHDRAWN)

Designated as a "Best Paper" for ENT

Author: **Alisa Sydow**; U. Cattolica del Sacro Cuore

Author: **Benedetto Lorenzo Cannatelli**; U. Cattolica del Sacro Cuore

Author: **Alessandro Giudici**; Cass Business School, City U. London

Author: **Mario Molteni**; Catholic U. of the Sacred Heart, Milan

Entrepreneurs in developing economies rely extensively on informal institutions such as family and political relationships to cope with weak or absent formal institutions. However, in many cases, informal institutions are also unreliable, adding risks and costs to doing business and increasing the severity of institutional voids in the surrounding ecosystem. We investigate the practices followed by 47 entrepreneurs in Kenya to 'workaround' these severe institutional voids to achieve business creation and growth. We find that severe institutional voids create a need for a more strategic orchestration of available means, stimulate the hybridization of goals to include blended impact and economic value, and motivate entrepreneurs to proactively cross-brace the institutional infrastructure around them. We contribute by unveiling the important role of entrepreneurs as microinstitutional agents in developing economies and by detailing how commercial and social goals become intertwined in the context of African entrepreneurship.

[view paper \(if available\)](#)

Explicating How Institutions Connect the Dots Between Human Capital and Entrepreneurial Aspirations (WITHDRAWN)

Author: **Mircea Epure**; U. Pompeu Fabra and Barcelona GSE

Author: **Victor Martin-Sanchez**; King's College London

Author: **Sebastian Aparicio**; Durham U. Business School

Author: **David Urbano**; U. Autònoma De Barcelona

Drawing from institutional economics and theories on human capital, we study how institutions moderate the relationship between human capital and entrepreneurial growth aspirations (EGA). We propose a multi-level model in which a high regulatory burden and a cultural pressure against failing negatively moderate the relationship between the entrepreneur's human capital and EGA. We test our predictions on a combined dataset of individual- and country-level characteristics, which we obtain from the Global Entrepreneurship Monitor and World Development Indicators for the period 2006–13. We find that informal institutions strongly condition the human capital-EGA relationship in developing countries. However, in developed countries this relationship is highly influenced by formal institutions.

[view paper \(if available\)](#)

When Do Institutions Constrain? A Construal Level Theory of Rule-Breaking Entrepreneurial Action (WITHDRAWN)

Author: **David Lucas**; Syracuse U.

Author: **Caleb Fuller**; Grove City College

The New Institutional Economics tradition emphasizes that institutions enable and constrain entrepreneurial action. Meanwhile, entrepreneurs are known to alter or evade existing rules. Surprisingly little is known about why entrepreneurs are sometimes constrained and other times enabled by the institutional rules of the game. We argue that this is because prior work has treated institutions as “given” constraints that are commonly understood by entrepreneurs. Building on construal level theory, we provide a model in which entrepreneurs subjectively interpret the nature and enforcement of political and social rules. The entrepreneur's institutional distance, or relative proximity to the political process, informs how they construe the rules of the game—facilitating different types of entrepreneurial action. In our model, low institutional distance enables pragmatic action and superior navigation of the existing institutional environment. By contrast, high institutional distance enables divergent thinking and superior deviation from existing institutions, yielding disruptive change. After presenting the model, we briefly discuss how our work enriches the literature on the political economy of technological change. Our work changes the way we think about the entrepreneurial-institutional interface, illuminating how the heterogeneity of entrepreneurial perceptions of the institutional environment yields patterns of rule-breaking and rule-shaping entrepreneurial action.

[view paper \(if available\)](#)

Real-time Presenter

LIVE - PRESENTER

PAPER SESSION

OMT

RM

STR

ENT

Computational Approaches to Study Organizations and Markets: New Methodological Frontiers (session 418)

Studying the functioning of organizations and their interactions within markets represents the core of the academic endeavour in the management field. With increasing availability of large-scale data in the form of text, images, and sound, as well as greater computational power, researchers can now refine old research questions and advance our knowledge about organizations and markets. This PDW focuses on acquainting empirical researchers with cutting-edge computational approaches to study organizations and markets, leveraging advances in deep learning and its applications to natural language, image and sound processing. The content of the PDW is relevant to scholars in different fields, including organization management and theory (OMT), strategic management (STR), technology and innovation management (TIM), and entrepreneurship (ENT). Given the broad applicability of the presented tools to other research domains that can leverage similar data, the PDW is also relevant to scholars broadly interested in research methods (RM). The PDW has two main objectives: first, provide empirical researchers with an overview of novel computational approaches to study organizations and markets, and second, create a venue for cross-disciplinary discussion about the relevance and impact of such advances in research methods that encompass a broader audience. To achieve the objectives, we have invited a panel of five prominent scholars in the field, to share their perspective through different disciplinary lenses, research topics, and methodological approaches. An open discussion with the audience will follow the presentations, to favour cross-fertilization of research ideas.

Real-time Presenter

LIVE - PRESENTER

RESEARCH

THEME

PDW (WORKSHOP)

CAR

HR

OMT

Moving Out and Back In: Unpacking Boomerang Employment and its Consequences (session 412)

In with the Old? Examining When Boomerang Employees Outperform New Hires

JR Keller; Cornell U.

Rebecca Rheinhardt Kehoe; Cornell U.

Matthew James Bidwell; U. of Pennsylvania

Returning Employees: They Are Back But Are They Here To Stay?

John E. Delery; U. of Arkansas

Dorothea Roumpi; Pennsylvania State U.

Samantha A. Conroy; Colorado State U.

You Can't Go Home Again: Cooperative Performance Behavior Between Boomerang and Incumbent Employees

Thorsten Grohsjean; Bocconi U.

Gina Dokko; U. of California, Davis

Philip Yang; U. of Tuebingen

Are Boomerangs More Like Movers or Stayers? Somewhere in Between? Or Something Else?

Rhett Andrew Brymer; U. of Cincinnati

Yeongsu Kim; Western Kentucky U.

John Mawdsley; HEC Paris

Peter D Sherer; U. of Calgary

Robert Leonard; Miami U. Ohio

Going Backwards to Move Forward: The Link Between Career Competencies and Boomerang Employment

Rebecca M. Paluch; Sauder School of Business, U. of British Columbia

Yuna Cho; Yale School of Management

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

RESEARCH

MC

OCIS

MED

AI Value: For collaborative research between OCIS, MC and MED (session 413)

Real-time Presenter

TEACHING

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

LIVE - PRESENTER

MED

ONE

SIM

Sustainability in Undergraduate Business Education: Developing Talents for Our Sustainable Future (session 419)

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

DIVERSITY

INTERNATIONAL

TEACHING

THEME

OB

STR

Publishing Rigorous and Impactful Literature Reviews in Business and Management Research (session 416)

The proposed panel symposium aims at turning a spotlight on literature reviews. With an ever-growing body of knowledge in business, management, and organization studies, literature reviews are crucial for the development of an accumulated body of knowledge, advancing theory and guiding future research efforts. Yet little discussion about their roles, different types, and approaches exist. We aim to discuss their roles for building accumulated bodies of knowledge and advancing theory as well as various methodological approaches. We will provide scholars across AOM divisions with advice and guidance for conducting and eventually publishing rigorous and impactful literature reviews. Specifically, this symposium will address several fundamental questions related to literature reviews, including but not limited to the following: (1) What are they, and what are they not? For example, how do they differ from theoretical works and empirical studies? Which journals publish what types of review studies? (2) Why to conduct review studies? For example, (why) do we need reviews in management research? (3) When to conduct them? For example, how mature should an area of research be? (4) How to conduct them? For example, what gets published and what does not? How important are scientific criteria such as transparency, reliability, reproducibility, and how may these be demonstrated?

Real-time Open

SYMPOSIUM

INTERNATIONAL

PRACTICE

RESEARCH

THEME

LIVE - OPEN

OB

MOC

OMT

The Meaning of Work Across Levels of Analysis: Tensions, Dynamics, and Future Directions (session 414)

Research on the meaning of work continues to grow within management research. Through foundational

SIM

Debating Corporate Responsibility in the Era of Digitization and Digitalization (session 420)

Recent technological advancements in artificial intelligence (e.g., algorithms, machine learning, predictive analytics) have brought the phenomena

work on sensemaking (Weick 1995), work orientations (Pratt et al. 2013; Wrzesniewski et al. 1997), and calling (Bunderson & Thompson 2009), scholars have gained a basic understanding of the psychological factors that shape the meaning of one's work. Recently, however, scholars have acknowledged that "the organizational literature on the meaning of work has largely ignored social, other-oriented, and community-based perspectives on the nature of work in favor of individual perspectives" (Rosso et al. 2010: 119). Research—particularly empirical work—on the meaning of work across levels remains small, with several important questions still remaining: how do larger organizational or societal forces (e.g. culture, values, discourse) shape the meaning of work for individuals or groups? How do individuals make sense of conflicting messages regarding the meaning of their work? More broadly, what role do others' perceptions play in the process of constructing meaningfulness? This session brings together a range of scholars who explore these questions.

What We Do is Meaningful: Constructing a Shared Sense of Meaningful Work

Douglas Lepisto; Western Michigan U.

Being a Pro in the NFL: When Sportsmanship and Business Collide

Lyndon Earl Garrett; Boston College

Greg Fetzer; Boston College

Jacob Brown; Boston College

Examining the Economic Tether and the Meaning of Work: The Case of the FIRE Movement

Laura Sunday; U. of Michigan

Moral Immortalizations: Meaningful Work in the Hindsight of Others

Christopher Michaelson; U. of St. Thomas

Jennifer Tosti-Kharas; Babson College

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

RESEARCH

of digitization and digitalization back to the forefront of the current societal discourse. Given the ethical scale and scope of these phenomena, there is an urgent need to explore in how far existing frameworks of corporate (social) responsibility are sufficient to address the manifold challenges of an increasingly digital economy. By bringing together well-established scholars from business ethics, organization studies, and computer science, this panel aims at creating an interdisciplinary debate as well as charting fruitful avenues for future research.

Real-time Open

SYMPOSIUM

RESEARCH

LIVE - OPEN

Emerging Technologies and Ecosystems (session 421)

Shaping v. Adaptive Strategies in the Personal Genomics Ecosystem

Kira Kalkus; Stanford U.

Kathleen Eisenhardt; Stanford U.

Ron Tidhar; Stanford U.

Eric Volmar; Stanford U.

Managing Ecosystem Emergence: Evidence from Blockchain, IoT, and DNA Analysis in the Food Industry.

Xavier Mundet; ETH Zürich

Mary Tripsas; Boston College

Make, Buy, or Redesign? The impact of digital technologies on the organization of production

Axel Zeijen; ETH Zurich

Luigi Marengo; Luiss Guido Carli U.

Potential Implications of Smart Contract Adoption on Firm Boundaries

Hanna Halaburda; New York U.

Semi Min; New York U.

Real-time Open

LIVE - OPEN

SYMPOSIUM

OB

The Importance of Time & Temporal Theories (session 415)

Job Attitudes: A Meta-Analytic Review and the Creation of a Temporal Theoretical Framework

Designated as a "Best Paper" for OB

Author: **Haley Woznyj**; Longwood U.

Author: **George Banks**; UNC Charlotte

Author: **Christopher Whelpley**; College of Charleston

Author: **John Batchelor**; U. of West Florida

Author: **Frank A. Bosco**; Virginia Commonwealth U.

Given the importance and popularity of employee job attitudes in the academic and popular press, there has been a great deal of construct and theory proliferation in the job attitudes literature. Such growth in the number of job attitudes raises concerns about the potential of construct redundancy. The present review investigated redundancy among seven common job attitudes (organizational commitment, perceived organizational support, job involvement, job satisfaction, job engagement, procedural justice, and distributive justice). Using a set of three primary studies and one meta-analytic study (147 job attitude effect sizes; total $k = 6,530$; total $n = 3,386,552$), our results suggest that true redundancy among job attitudes is not a major concern. Most relations among attitudes fall into the $r = .40$ to $.60$ range. Yet, the findings illustrate that some attitudes are more valuable in predicting key employee outcomes than others. For example, distributive justice explains only an additional 2% of the variance in performance above job satisfaction, the dominant job attitude predictor. We contribute to the literature on job attitudes by advancing a temporal theoretical model that represents a different way of looking at job attitudes based on the results. Individuals bracket their work experiences, which vary in lengths of time; understanding these time periods may help to identify the nuances of job attitudes. Finally, the current review also serves as a job attitudes primer with definitions, applicable theoretical frameworks, scales and items, and empirical relationships between job attitudes and key constructs provided.

[view paper \(if available\)](#)

Toward a Theory of Subjective Time

Designated as a "Best Paper" for OB

Author: **Brad Aeon**; John Molson School of Business, Concordia U.

Author: **Laura Maria Giurge**; London Business School

Author: **Ashley Whillans**; Harvard Business School

Subjective time plays an essential role in management scholarship, yet remains undefined and theoretically undeveloped. This paper advances a theory of subjective time by addressing three key questions: What is subjective time? How does it operate? And when does it diverge from clock time? We define subjective time as the mental representation and experience of time. Though much of the work on subjective time has been conducted in the cognitive sciences, sociology offers a broader, all-encompassing understanding of subjective time that is more germane to management studies. Accordingly, we draw on the sociology of time to outline the conceptual components of subjective time. The first component, symbolic time, captures the experience of time as a language through which people convey social messages. The second component, internal time, refers to individuals' cognitive and emotional biases associated with the experience of time. The third component, biomechanical time, captures the influence of biological, physical, and technological rhythms on individuals' experience of time. The fourth component, instrumental time, captures the interplay between the strategic use

of time and the experience of time. These components, together, make up the concept of subjective time. Yet, the very essence of organizations and organizational theory is often built on assumptions pertaining to clock time—one of organizations' chief functions is to coordinate, synchronize, and streamline work in order to ensure long-term productivity. Accordingly, this paper makes predictions about when individuals' subjective time diverges from organizations' clock time assumptions. This matters for management theory because individuals often subjectively experience time in ways that are at odds with organizational objectives.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

OMT

Best Papers II: Markets and Legitimacy (session 417)

Who Can Start a Stock Exchange? Silent Legitimacy, Mundane Materiality, and the Genesis of Markets

Designated as a "Best Paper" for OMT

Author: **Philip Roscoe**; U. of St Andrews

Author: **Katy Jane Mason**; Lancaster U.

This study presents an account of the genesis and development of two stock markets established in London in 1995. It draws on elite interviews and documentary sources to explore how the founders of these markets sought to legitimize them as stable and durable venues for security trade. The analysis accounts for the success of one market, AIM, which adopted a novel organisation and became a model for growth company markets worldwide, and the failure of the other, OFEX, despite a strategy of isomorphic conformity to the expected norms of market operation. The study uses insights from the STS- inflected study of markets to present an account of legitimacy as embedded in taken-for-granted socio-material structures. We term this phenomenon 'silent legitimacy'. The successful market was supported by such silent legitimacy, which outweighed the ostensive strategy of isomorphic regulatory and procedural legitimacy followed by its rival. Contributing to a nascent 'material turn' in institutional theory, the study argues that the markets-as-institutions literature can be strengthened through theoretical engagement with the market- studies literature and empirical attention to the mundane material dimensions of institutional fields.

[view paper \(if available\)](#)

Good Fun or Laughing Stock? How CEO Trait Humor Affects Social Approval, Reputation, and Legitimacy

Finalist for the OMT Division Best Student Paper Award

Designated as a "Best Paper" for OMT

Author: **Benno Stöcklein**; U. of Passau

We theorize how a CEO's level of trait humor – i.e., the tendency to engage in playful social behavior that establishes incongruent relationship or meaning and, thereby, amuses followers – affects external judgements of the focal organization. Combining the social psychology of humor with research on social evaluations of firms, we argue that CEO humor has differential effects, depending on humor type (positive versus negative, and self-directed versus others-directed) and the category of social evaluations (social approval, legitimacy, and reputation). For instance, we propose that a CEO's inclination to display affiliative humor engenders positive emotions and perceptions of social closeness and, in turn, social approval. Conversely, self-enhancing humor and aggressive humor convey more negative emotions and decrease social closeness and thus lower social approval. Moreover, as humor oftentimes violates expected norms, higher levels of non-affiliative CEO humor negatively affect perceptions of the firm's legitimacy. Interestingly, aggressive CEO humor can foster firm reputation, as it demonstrates a CEO's confidence in future performance and conveys self-beliefs of superior status. We also theorize that the effects of CEO humor differ, depending on the CEO's celebrity and the type of external evaluators. Our analysis contributes to research on corporate reputation, executive personality, and leader humor.

[view paper \(if available\)](#)

You Jump, I Jump: A Bundle-Based Perspective of Category Membership

Finalist for the OMT Division Best Paper Award

Designated as a “Best Paper” for OMT

Author: **Jie Yang**; State U. of New York Polytechnic Institute

Author: **Stan X. Li**; City U. of Hong Kong

Extant studies in category research has increasingly focused on the horizontal structure of the category system and incorporated the interconnectedness between categories into their analyses. However, we know relatively little on different types of connections a category can build with other categories and to what extent different types of connections will affect a category’s usage in products. We argue that categories bundle together and form different clusters. We refer to a group of aggregated categories as “category bundle” in this paper. We argue that market participants (i.e., producers, audiences, and market intermediaries) are aware of category bundles, and they utilize the bundle-based approach in their evaluation of products. In this sense, not only the overall position of a category in the category system, but also a category’s fitness in the category bundle, affects its chances of appearing in the description of a product. We find support for the bundle-based perspective in our empirical analysis of feature films produced in Canada and the U.S. Our study enriches the understanding of the structure of category system and its impacts on the product market. We also provide a novel explanation on why category spanning remains ubiquitous although existing studies propose that category-straddling products are prone to be punished harshly.

[view paper \(if available\)](#)

Breaking Out Without Selling Out (WITHDRAWN)

Finalist for the OMT Division Best Paper on Entrepreneurship Award

Designated as a “Best Paper” for OMT

Author: **Minjae Kim**; Rice U.

Based on a theoretical framework that addresses the “motive inference problem,” I identify when and why expansion may be interpreted as betrayal by original customers and when original customers may accept and even welcome expansion. In particular, insofar as the available market size in the original market segment seems too small for survival and sustaining services valued by original customers, expansion to new segments will appear justified as a way to serve original customers. By contrast, when the available market size in the original market segment seems sufficiently large, expansion will raise suspicion of betrayal. This theory is tested in two studies. Study 1 shows that expansion of a microbrewery beyond its home state is associated with lower online ratings from home-state reviewers when the available market size in the home state is large but the same action is associated with higher ratings when the home state’s available market size is small. Study 2, an online experiment on a simulated consumer goods startup, shows that the key driver of the effect is the consumer’s perception of how expansion undermines or augments a startup’s perceived commitment to its original customers.

[view paper \(if available\)](#)

Mock Live

MOCK LIVE

PAPER SESSION

HCM

Health Care Teams and Interactions: New Studies of Key Dynamics (session 1552)

The Relationality of Knowledge Sharing in the Public Sector: Insights from the UK's National Health Service

Author: **Negar Monazam Tabrizi**; U. of Manchester

This study aims to understand how relational dimensions shape individual motivations for sharing experiential knowledge in the public sector, using the example of the National Health Service (NHS) of England. The idea of relationality explored here draws on elements of social network thinking and sees work organizations as social spaces that are given meaning by the interactions among and between individuals. The relational view underpinning this study enabled us to understand better the nature of the social relations shaping experiential knowledge sharing in our case organizations, and how these relationships help in embedding and structuring the process as well as the inherent benefits/utility of the whole process to those involved as well as the organization. These insights support more sceptical readings of current approaches to knowledge sharing in the public sector, particularly the health sector and advance new knowledge on the relational dimensions motivating individuals to share experiential knowledge.

view paper (if available)

"Of One Mind – Meeting Patients Where They're At": The Shared Mental Models of Goal-Oriented Care

Author: **Jennifer Im**; U. of Toronto

Author: **Jenna M. Evans**; McMaster U.

Author: **Ross Upshur**; U. of Toronto, Institute of Health Policy, Management & Evaluation

Author: **Agnes Grudniewicz**; U. of Ottawa

Author: **Pauline Boeckxstaens**; UGent

Author: **Carolyn Steele Gray**; Lunefeld-Tanenbaum

MOC

CAR

MED

Critical Events at a Critical Time: Setbacks and Shocks in Early Academic Career Stages (session 1567)

Experiencing failure and setbacks in academic careers is almost inevitable. Early career professionals who do not yet have permanent positions may be particularly impacted by these challenges because of the relatively greater job insecurity and lack of resources afforded by such positions. Dealing with setbacks and critical events is especially important because of the events' frequency and the potentially disproportional influence they can have on academics' career trajectories. The four papers within this symposium focus on early career academics and analyze the effects of setbacks and shocks – negative, positive, and neutral in the work and non-work realms – and their influence on performance, resilience, and identity salience. By combining a conceptual paper with several quantitative studies that use key moderators (e.g., gender, resilience, and meaning) and analyze these phenomena and their effects over time, this symposium aims to provide complementary evidence of setbacks, shocks, and their effects on early career academics.

The Positive Consequences of Negative Workplace Experiences: A Conceptual Model

Brooke A. Gazdag; U. of Amsterdam

Chia-Yen Chiu; U. of South Australia

Moral Disengagement After Academic Setbacks - The Moderating Role of Resilience

Daniela Datzler; LMU Munich

Stefan Razinskas; Freie U. Berlin

Martin Hoegl; LMU Munich

Yvette Hofmann; U. of Munich

Researcher Resilience? How Meaning Helps Protect Academics After Setbacks

Research Institute

Many primary care organizations are in the midst of a transformation towards delivering team-based care that is coordinated, person centered, and goal oriented. However, taking a team approach to care delivery has proved to be challenging for many teams, particularly when there is a need to work across organizational boundaries. Understanding the mental models of providers and leaders involved in the delivery of team-based primary care is one approach to identify the mechanisms behind effective teamwork. This paper examines the extent to which shared mental models exist among a team that adopted a goal-oriented approach to deliver team-based primary care. We conducted a secondary analysis of a qualitative dataset from a case study of an interdisciplinary and trans-organizational team that successfully transformed the delivery of primary care in Vermont, United States. Using Shared Mental Model Theory, we explicate the content of providers' and leaders' mental models in delivering goal-oriented care (i.e., knowledge and beliefs regarding their task and team). We found evidence of strong shared mental models of goal-oriented care in the team under study. The results provide a framework of key elements of shared mental models which may be required for team-based delivery of goal-oriented care.

[view paper \(if available\)](#)

Working Together in Emergency Care? Examining the Micro-Dynamics of Professional Integration

Author: **Rachel Gifford**; Faculty of Economics and Business, U. of Groningen

Author: **Taco Van Der Vaart**; Groningen U. (RuG)

Author: **Eric Molleman**; U. of Groningen

Emergency care is an emergent process requiring input from various healthcare professionals within the hospital. To avoid crowding and efficiently flow patients through the ED, collaboration between professionals across multiple sub-units is crucial. Yet, the multidisciplinary nature of emergency care presents a challenge to the optimization of patient flow, as specialization and functional differentiation restrict integration efforts. To deliver efficient and

Gisa Todt; LMU Munich

Men and Women's Identity Work in Response to Private- and Work-Shocks Over Time

Stephanie Rehbock; TUM School of Management, Technical U. of Munich

Asynchronous

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

effective emergency care, professionals must integrate rapidly, working across functional, spatial, and professional boundaries. To provide a more holistic understanding of the inherent challenges to professional integration in this setting, we carried out an in-depth case study at a busy, level one trauma center in the Netherlands that recently implemented a reorganization of acute care delivery to improve emergency department flow. Speaking directly with medical professionals at the interfaces of emergency care across two models of care delivery we provide insights into key relational and cultural factors that come to effect supply chain functioning. We find the existence of structural, relational and cultural barriers across both models of care, and demonstrate how each boundary uniquely influences collaboration, and ultimately, patient flow.

[view paper \(if available\)](#)

Managing Diversity in High-Reliability Teams in the Emergency Department

Author: **Grace Williams**; U. of Queensland

Author: **Gemma Irving**; U. of Queensland

Author: **April L. Wright**; U. of Queensland

Author: **Stuart Anthony Middleton**; U. of Queensland

We examine the question of how High-Reliability Teams (HRTs) manage deep-level diversity, with a particular focus on educational diversity, power diversity and functional diversity. To investigate this question, we conduct a qualitative inductive study of a public hospital emergency department in Australia. Our findings reveal a set of six strategies that HRTs in emergency departments use to manage different types of deep-level diversity. Strategies of active explanations and experience-based task assignment manage educational diversity within HRT team processes. Strategies of deferring to a single-leader and balancing delegation and participative leadership manage power diversity. Finally, strategies of sequential specialist involvement and a co-production mindset manage functional diversity. Our theoretical model of these strategies and their implications for effective and ineffective team processes contributes to the literature by offering nuanced insight into deep-level

diversity in HRTs and opens up new avenues for future process-based inquiry into HRTs.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

MOC

CM

OB

Recasting Loyalty Dilemmas: Theoretical and Empirical Insights from Social Contexts (session 1568)

Loyalty is highly valued in organizations and business relations, and recent research has shown how loyalty can benefit both organizations and individuals. But there is a “dark side” to loyalty that has begun receiving attention, demonstrating that loyalty can lead to unethical behavior. The present symposium seeks to understand how people navigate loyalty dilemmas, and in so doing moves beyond the typical two-character model of loyalty in organizations: the organization and the loyal or disloyal individual. We will consider how network ties and organizational affiliations shape an actor’s decision to be loyal or disloyal. Specifically, this research investigates how the strength of an employee’s organizational affiliation shapes disloyal behavior, how loyalty can be called upon by colleagues and leaders to take the side of bad actors or do something unethical, and demonstrate the surprising benefits to disloyal behavior. Together, these presentations recast our understanding of the relationship between employee loyalty and organizational performance.

Gaming the System: An Investigation of Worker Expertise and Unethical Behavior

Samuel Skowronek; The Wharton School, U. of Pennsylvania

Maurice Schweitzer; U. of Pennsylvania

Loyalty for Whom: Evaluating Transitive Effects of Loyal Obligations in Morally Sticky Situations

MOC

OB

GDO

The Challenge and Opportunity of Navigating Multiple Identities at Work (session 1569)

How employees construct and manage their identities at work has important consequences for individuals and organizations (Ashforth & Schinoff, 2016). Yet recent workplace trends are blurring the boundaries between work and non-work domains, bringing increasingly diverse and interrelated sets of identities to bear on workplace dynamics (Ramarajan & Reid, 2013). Despite this, the management literature has little explored how individuals manage and construct multiple identities at work, particularly those that are seen as conflicting, counternormative, or misfit. The current symposium shifts the focus from investigating the effects of a single identity to considering a plurality of identities and the interactions between them. We explore how multiple identities and identity options are constructed and managed, examining how individuals negotiate seemingly incompatible identities; the consequences for individuals when conflicting identities cannot be reconciled; how nascent professionals choose between multiple identity options; and the potential benefits of identifying as a misfit at work.

Constructing a Counternormative Work Identity in the Context of an Intrapersonal Identity Network

Elise Bair Jones; Boston College

Managing Creative Working Mother Identities Through Identity Integration Narratives

Zachariah Berry; Cornell U.

Loyalty to Authority: Examining the Effectiveness and Consequences of Leaders' Loyalty Calls

John Angus Hildreth; Cornell SC Johnson College of Business

The Upstanding Snitch: Lay Intuitions When Loyalty and Morality Conflict

Zachariah Berry; Cornell U.

Ike Silver; The Wharton School, U. of Pennsylvania

Alex Shaw; U. Of Chicago

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Jennifer Lynch; London Business School

Intractable Identity Conflict and Identity Conflict Management Burnout

Elisabeth Yang; Yale School of Management

Yun-Kyoung Kim; U. of Illinois at Urbana-Champaign

Teresa Cardador; U. of Illinois at Urbana-Champaign

Heather Ciara Vough; George Mason U.

Coming into Focus: Navigating Identity Options in Professional Identity Construction

Njoke Thomas; The Wharton School, U. of Pennsylvania

Owning Up: Occupational Misfit and Responses to Public Social Disapproval

Natalya Alonso; U. of British Columbia

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

CAR

Career Insecurity and Retirement (session 1536)

Examining the Effects of Supervisor Job Insecurity on Subordinate Outcomes

Author: Linlin Wang; Business School, Nankai U.

Author: Wan Jiang; Tianjin U.

Author: Zhaofang Chu; Dongwu Business School, Soochow U. China

Author: Yilin An; Tianjin U.

Author: Huimin Zhang; Tianjin U.

Drawing on social-exchange perspective, we propose that supervisors with high job insecurity may develop lower levels of leader-member exchange with their subordinates, which subsequently has a negative effect on subordinate task performance and subordinate career satisfaction. We further propose that the strength of the negative association between supervisor job insecurity, leader-member exchange, and subordinate outcomes are contingent on supervisor psychological resilience and subordinate

CAR

Career Sustainability and Career Success (session 1534)

Determining a Sustainable Career for the Independent Creative Professional

Designated as a "Best Paper" for CAR

Author: Sofie Jacobs; U. of Antwerp/ Antwerp Management School

Author: Ans De Vos; U. of Antwerp/ Antwerp Management School

This study presents a comparative case study of the careers of 105 creative professionals in Western-Europe . The study looks into both engagement and subjective career success as indicators of sustainable careers. From a Self-Determination Theory perspective, the configurational analysis explores the combination of different conditions regarding engagement and success, namely autonomy, competence, belongingness and job rate. The application of fuzzy set qualitative comparative analysis (fsQCA) contributes to the exploration of a configurational theory of conditions that explains

interpersonal influence. Analyses based on 277 matched supervisor-subordinate dyads data provide support for the hypothesized first-stage moderated-mediation model. Specifically, leader-member exchange mediates the negative relationships between supervisor job insecurity, and subordinate task performance and career satisfaction. Both supervisor psychological resilience and subordinate interpersonal influence attenuate the negative relationship between supervisor job insecurity and leader-member exchange, such that this relationship is less negative when supervisor psychological resilience or subordinate interpersonal influence is higher. In addition, the indirect effect of supervisor job insecurity on subordinate task performance and career satisfaction via a leader-member exchange relationship is weaker when supervisors have higher psychological resilience or when subordinates have higher interpersonal influence.

[view paper \(if available\)](#)

Career Uncertainty and Decision Making: A Real Options Perspective

Author: **Gregory Hennessy**; Claremont Graduate U.
Author: **Jeffrey Yip**; Simon Fraser U.

Changes in the career landscape call for a rethinking of how people make career decisions. Current perspectives focus on matching career decisions with individual values and interest. This, however, neglects the role of time and uncertainty in a career. In this paper, we unpack how optimal matching approaches to decision making are challenged with the increasing complexity and uncertainty in careers. New approaches to career decision making are needed. Building on the recent application of heuristics to career decision making, we develop a real options perspective to careers and career decision making. In contrast, to an “optimal match” approach to decision making, a real options perspective reframes career decisions not just as point-in-time decisions but as decisions that shape future choices. In this paper, we unpack a set of theoretical propositions that explain the benefits of a real options decision making, particularly in situations of career uncertainty. In addition, we provide a typology of real option heuristics that can

why some creatives (do not) achieve engagement and career success. In order to achieve both engagement and career success, a fulltime occupation as designer seems essential, in combination with high levels of autonomy and competence. No significant proof was found for needing high levels of belongingness. These findings enhance configurational understanding of the independent creative career and the development of a configurational theory of engagement and career success in the creative industries.

[view paper \(if available\)](#)

Sustainable Careers: Social capital in Transitions Between Wage-Employment and Entrepreneurship

Author: **Heli Helanummi-Cole**; U. of Oxford

In this paper, I develop a conceptual framework that incorporates career transitions between employment and entrepreneurship within the conceptualization of sustainable careers. The framework explores the role of social capital in sustaining and constraining careers that span different forms of work. I argue that career transitions within corporate employment reflect a different mode of organizing, and subsequently different principles of valuation and evaluation than those of entrepreneurship. I propose that career transitions between wage employment and entrepreneurship traverse separate modes of organizing and develop propositions that outline the role of social capital in assisting career moves across divergent principles of valuation and evaluation. While past research has shown the importance of weak ties in supporting career transitions between employment positions, I postulate that both strong and weak ties have a role to play in ensuring the sustainability of career transitions between employment and entrepreneurship.

[view paper \(if available\)](#)

Does a Career in Entrepreneurship Affect Executive Compensation? Evidence from Denmark

Author: **Adrian Luis Merida**; U. Carlos III de Madrid

be applied for both career scholarship and practice.

[view paper \(if available\)](#)

Resource Profiles in Late Working Life – A Latent Profile Analysis Using the HILDA Panel Survey

Author: **Lee Sarandopoulos**; Australian National U.

Resources are central to both the challenges posed by aging workforces, as well as the strategies that can be used to manage these challenges. This study aims to contribute to the literature on resources and aging at work by providing a novel person-centered approach to resources in late working life. Using Latent Profile Analysis with data from the Household Income and Labour Dynamics Australia (HILDA) Panel Survey, and an extensive typology of resources drawn from the resources literature, five distinct resource profiles are identified in the 50-70 year old Australian worker sample (N = 1361). Differences were found between the five distinct resource profiles on mean intended retirement age, perceived employability, job and life satisfaction 1-year later. Occupational status, gender and marital status were found to significantly decrease the likelihood of belonging to a resource profile with high levels of resources in one or more resource categories. Theoretical implications of these findings for key concepts in the resource and aging at work literatures including successful aging and sustainable employability are discussed.

[view paper \(if available\)](#)

How to Successfully Adjust to Retirement? Examining the Role of Pre-Retirement Resources

Author: **Yujie Zhan**; Wilfrid Laurier U.

Author: **Ariane Froidevaux**; U. of Texas At Arlington

Author: **Yixuan Li**; Purdue U.

Author: **Junqi Shi**; Zhejiang U.

Successfully adjusting to retirement represents a major challenge for many older workers. Although studies emphasize that successfully adjusting to new life circumstances in retirement may depend on the availability and fluctuation of specific resources, little is known about the impact of multiple pre-

Prior research has documented different aspects of the relationship between managers' past careers and their subsequent executive pay. The literature revolves around the distinction between general and specific experience and their impact on CEO compensation. By contrast, this paper focuses on whether and how a history of entrepreneurial experience influences executive pay. By means of highly detailed register data from Denmark, this paper compares the pay of managers with and without entrepreneurial experience. Simple descriptive statistics indicate that former entrepreneurs tend to have a higher compensation despite sorting into smaller and younger firms. In more sophisticated analyses accounting for individual- and firm-level heterogeneity, I find that this premium holds even after alleviating concerns from unobserved traits. Yet, the presence of a premium for managers with an entrepreneurial career is sensitive to several contingencies, such as the level of success, the time since the last entrepreneurial venture, and the degree of industry relatedness. Theoretical interpretations and potential implications are discussed.

[view paper \(if available\)](#)

Antecedents of Career Success: The Role of Protean and Boundary-less Career and Job Crafting Behavior

Author: **Yasir Mansoor Kundi**; Aix-Marseille

Graduate School of Management – IAE, France

Author: **Sandrine HOLLET-HAUDEBERT**; IAE Toulon

Author: **Jonathan PETERSON**; Aix-Marseille

Graduate School of Management – IAE, France

This study examines the multiple mediation model between protean and boundaryless career mindsets and career satisfaction through job crafting and career commitment. Drawing on career motivation and job crafting theories, the results of a cross sectional study (French sample = 321) demonstrate that protean and boundaryless careers are associated with subjective career success in the form of career commitment and career satisfaction by way of job crafting. We find that the relationship between protean and boundaryless careers and career satisfaction is serially mediated by both job crafting and career commitment. These results bring

retirement resources availability and change on two distinctive outcomes: the process of successfully adjusting to retirement and, subsequently, the outcomes of such process in terms of post-retirement well-being. The current study draws from retirement adjustment resource-based dynamic theory to argue that multiple pre-retirement resources availability and change facilitate the process through which retirees get used to their new retirement life (retirement adjustment process), and, subsequently, their post-retirement well-being levels and change (retirement adjustment quality). Using archival data from 667 Chinese older workers transitioning into retirement collected with prospective longitudinal research design, we found evidence for positive impacts of multiple types of pre-retirement resources and their latent changes (i.e., financial well-being, family support, and proactive personality) on retirement adjustment process, which was in turn positively associated with post-retirement life satisfaction and its change. Further mediation tests revealed that the indirect effects through retirement adjustment process were statistically significant. The theoretical and practical implications of these findings are discussed.

[view paper \(if available\)](#)

Understanding Bridge Employment Through the Lenses of Kaleidoscope Career Model

Author: **Bishakha Mazumdar**; Cape Breton U.

Author: **Amy Mae Warren**; Memorial U. of Newfoundland

Author: **Travor C. Brown**; Memorial U. of Newfoundland

Demographic transition has changed the landscape of retirement worldwide. For many, retirement is no longer an endpoint to working life, but rather a beginning to another stretch of workforce participation in the form of bridge employment (Engelhardt, 2012). The academic literature has examined why people return to work after retirement. However, there is a dearth of literature examining how to make workplaces suitable for people coming out of retirement. Research demonstrates that retirement is a critical life event, and thus, has significant impact on peoples' attitude towards subsequent phases of their lives (Wang &

together three different streams of the careers literature, that of protean and boundaryless careers, job crafting and subjective career success. Implications for theory and practice are discussed, and future research proposed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Shi, 2014). Based on this premise, we explored how retirees re-construct retirement from hindsight. Another purpose of our research was to examine whether retirees distinguish between pre-and post-retirement work. Our analysis of 26 in-depth interviews involving bridge employees revealed that though retirement meant different things to different participants, the view that retirement was a point of departure from an obligatory bread-winner role was a robust one. This seemingly liberating conceptualization of retirement changed the priorities of people in their post-retirement work. Using the Kaleidoscope Career Model, we analyzed how bridge employees distinguish between their pre and post-retirement work. We found that putting oneself first, making a meaningful contribution and having flexibility to pursue pleasure took priority over career goals. Getting a realistic picture of how retirees prioritize different goals in their lives and how they situate work in post- retirement life is an important contribution to the career literature, one which we feel can spawn future research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

CAR

Inclusive Careers (session 1535)

[Do Austrian Programs Facilitate Labor Market Integration of Refugees?](#)

Author: **Renate Ortlieb**; U. of Graz

Author: **Petra Eggenhofer-Rehart**; U. of Graz, Austria

Author: **Sandra Leitner**; The Vienna Institute for International Economic Studies

Author: **Roland Hosner**; German Center for Integration and Migration Research

Author: **Michael Landesmann**; The Vienna Institute for International Economic Studies

This study examines two programs aimed at the integration of refugees into the Austrian labor market: a short-term Skills Assessment and a longer-

CMS

SIM

ENT

Broadening our Sight (Site): Indigenous Economic Development and Socioeconomic Well-Being (session 1538)

In our symposium, participants will share case studies from Indigenous communities across the world to provide nuanced insights into the myriad of Indigenous socioeconomic practices that reflect heterogenous values, traditions, access and proximity to markets, lands and resources, degrees of collectivity, and differing socioeconomic conditions. Presentations will identify and explore a range of entrepreneurial and economic development initiatives and demonstrate how these initiatives engage with a community's particular

term Integration Year that includes an internship and training. The theoretical framework draws on the notions of cultural, social and symbolic capital developed by Bourdieu (1986, 1990). Using data from a large-scale refugee survey we find that Austria's short-term Skills Assessment does not increase refugees' employment chances. The Integration Year is positively related to employment in the case of refugee women. We conclude that programs help finding employment only if they provide refugees with cultural and social capital. We discuss implications for research and practice.

view paper (if available)

Career Adaptability Process in Refugee Resettlement: The Case of Venezuelans in Colombia

Author: **Yarid Ayala**; EGADE Business School, Tecnologico de Monterrey

Author: **Jaime Andrés Bayona**; Pontificia U. Javeriana

Author: **Aysegul Karaeminogullari**; Assistant Professor, Pontificia U. Javeriana

Author: **Jesus Hernan Perdomo**; Pontificia U. Javeriana Bogotá

Author: **Mónica Ramos-Mejía**; Pontificia U. Javeriana Bogotá

In this study, we test the theoretical model of career adaptability of refugees' successful resettlement proposed by Champion (2018). The theoretical model is grounded on career construction and social network theory. We tested the model in a sample of 87 Venezuelans living and working in Colombia. We combined quantitative and qualitative methodologies. The quantitative results provided partial support for Champion's model. However, an alternative model tested suggest that career adaptability has a direct relationship with subjective resettlement (i.e., life satisfaction and psychological health). In addition, cultural identification played a buffering effect on the harmful effects of discrimination on subjective resettlement. Qualitative results from eight in-deep interviews, helped to analyzed in a deeper way the process that may underlay refugee resettlement, specially the role of social networks, which are important for the migrants, but are not key for a successful work

socioeconomic objectives for social, cultural, environmental, spiritual, and economic value creation. Based on their experiences working with Indigenous peoples, symposium participants will engage the audience in a nuanced discussion of Indigenous community socioeconomic development initiatives, research methodologies and research findings. Our symposium's objectives are to: 1) broaden the sight/site to include Indigenous entrepreneurial and economic ventures and communities worldwide; 2) define the optimal ethical space of engagement in which collaborative research partnerships between Indigenous peoples, communities and organizations can be developed and managed over time; 3) share our stories and experiences about engaging with Indigenous peoples, communities and organizations globally as non-Indigenous allies and Indigenous researchers working to facilitate community self-determination and socioeconomic well-being; and, 4) highlight how Indigenous peoples, communities and organizations are challenging colonization worldwide through developing robust entrepreneurial and economic development ventures that address their community's particular socioeconomic needs, values, and objectives on their terms.

Foundations for Ethical Space: A Dialogue on Sustainability and Reconciliation

David Lertzman; Haskayne School of Business, U. of Calgary

Andean Enterprises: Bolivia's Royal Quinoa Entrepreneurs

Tamara Stenn; Landmark College

Response to Tourism Development Through Self-Gentrification in Indigenous Communities

Jin Hooi Chan; U. of Greenwich, Business School
Xiaoguang Qi; Cambridge Judge Business School

Raising Money for Emancipation and Decolonization: The Role of Activist Crowdfunding Campaigns

Annaleena Parhankangas; Iowa State U.
Rick Colbourne; Spratt School of Business, Carleton U.

resettlement. Our study contributes to previous refugee research by testing a novel model of work resettlement focusing in a group of refugees that move from a home developing country to a host country that also is an emerging economy.

[view paper \(if available\)](#)

Social Inequalities in Careers: Effects of Social Class Origin and Gender on Career Success

Author: **Lea Katharina Reiss**; WU Vienna

Author: **Michael Schiffinger**; WU Vienna

Author: **Wolfgang Mayrhofer**; WU Vienna

Author: **Marco Rapp**; WU Vienna

Even though awareness for unequal opportunities in societies is rising, career research continues to have blind spots regarding issues of inequality. While there are several studies that investigate the gender pay gap, only few look at the effects of social class origin and even fewer at the intersectional interplay of gender and class origin. This paper explores core factors in connection with inequality, i.e. social class origin, gender and their intersectionality, emphasizing their effects on career success over time. Data used in this study stem from two cohorts of a longitudinal survey among Austrian business school graduates graduating around 2000 and 2010. Our results suggest that social class origin and gender both influence objective career success (i.e. income) over time, but do not appear to influence subjective career success (i.e. ascribed career success) to the same extent. Regarding the intersectionality effect of social class origin and gender, results differ markedly between the two cohorts. Our findings not only add to the broad bodies of gender and class inequality literature, but also provide insight into effects of inequality factors on careers over time.

[view paper \(if available\)](#)

Work-Life Synchronicity: An Ethnographic Study of Workers Who Live in Vans

Author: **Angus Duff**; Thompson Rivers U.

After 50 years of studying how work and life interact,

Bedouin Entrepreneurship: A Promise for Sustainability?

Abeer Salem; October U. for Modern Sciences and Arts

Asynchronous

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

research continues to consider each of these domains as relatively rigid or static, with some seeing the two in conflict with the other (Greenhaus & Beutell, 1985) and others seen each enriching the other (Greenhaus & Powell, 2006). However, both work and life may not be static but instead be fluid and changing (Greenhaus & Kossek, 2014; Mark & Su, 2010; Spreitzer, Cameron, & Garrett, 2017), each with the potential to be adapted to better align with the other domain. To investigate the notion of the alignment of work and life as fluid phenomenon, we studied workers who live in vans, people maintain mobility in both work and non-work domains. In this ethnographic study, the principle investigator lived in a van while meeting and interviewing 18 workers who live in vans. Through thematic analysis, a variety of themes related to the extent to which work and home are aligned or in conflict were identified, including (1) the identification of the van as home, (2) sense of identity, (3) career and financial freedom and (4) work-life synchronicity. We consider how these findings contribute to theory on work-life synchronicity for all workers.

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CMS

Work, Resistance, Identities, and Authenticity (session 1537)

The articles in this session deal with the building of identities in the workspace and how objective and subjective dimensions play out in allowing for spaces of resistance.

Authentic Leadership: Rediscovering What it Means to be Authentic

Author: **Sebastien Vendette**; Central Michigan U.

Author: **Catherine Anne Helmuth**; Central Michigan U.

Author: **Melissa L. Intindola**; Western Michigan U.

Although popular, authentic leadership has drawn several criticisms regarding its validity and underlying assumptions from critical leadership

GDO

Board Diversity and Performance (session 1550)

Does Board Gender Diversity Reduce Default Risk? A Global Analysis

Author: **Sivathaasan Nadaraja**; Griffith U.

Author: **Allen Huang**; Griffith U.

Author: **Benjamin Liu**; Griffith U.

Author: **Searat Ali**; U. of Wollongong

We document a negative effect of board gender diversity on default risk for a sample of firms from 49 countries for the period 2005– 2016. To identify the causal effect, we use the legislation of female quotas on corporate boards as an exogenous shock to gender diversity and control for a series of potential omitted observable and unobservable factors. The effect of gender diversity on default risk

theorists. We offer an existential critique of authentic leadership, which challenges the dominant narrative constructed by positive psychologists and contemporary management researchers. Our critique leverages the philosophical underpinnings of Merleau-Ponty, Deleuze, Sartre, and Heidegger to illuminate how contemporary researchers have misappropriated the Self and authentic leadership. We argue that contemporary approaches to authentic leadership misuse the philosophical concept of the Self and the Other on which authenticity is built by converging them into a single Being, de facto, creating an inauthentic representation of authenticity itself – and authentic leaders. Our approach uses a living story lens where authenticity is not an explicit condition, but rather emerges as leaders make strategic decisions that move them towards, or away from, pure authenticity. To overcome the dominant narrative in contemporary research, we offer critical management theorists' new opportunities to continue authentic leadership's epistemological, ontological, and existential development.

view paper (if available)

Performance Measurement in Academic Work: Surveillance, Control, and Self-Governance

Author: **Kirsi-Mari Kallio**; U. of Turku, School of Economics

Author: **Annika Blomberg**; U. of Turku, Finland

Author: **Tomi Juhani Kallio**; U. of Turku, Finland

Author: **Robin Roslender**; U. of Dundee

In recent times, performance measurement (PM) and individual performance evaluation have become everyday activities in the higher education sector and the previously collegial university management has taken steps towards a managerial model. The implications of PM for individual academics have had negative tones; resulting for example in increasing stress, anxiety and feelings of inadequacy. Inspired by Foucauldian framework of governmentality, we look at Finnish academics' experiences of PM in academic work. The empirical material of the study consists of a case study of three Finnish universities. Responses from university employees to open-ended questions collected from a large survey in 2015 with 672

is stronger in high-masculine countries but weaker for firms with greater governance controls. Further, we show that firms with gender-diverse boards have lower default risk partly by lowering cash holdings, risky R&D investments, and debt financing. Finally, we document that while reducing default risk, women directors enhance firm value. Overall, conditioned on country and firm-specific environments, our findings support the recent calls for women representation on corporate boards worldwide.

view paper (if available)

Board Gender Diversity and Corporate Financial Performance: Is there an Economic Case in Australia?

Author: **Subba Yarram**; U. of New England

Author: **Sujana Adapa**; Associate Professor

The main objective of this study is to understand the relationship between board gender diversity and financial performance. Australia offers a unique context as board quotas are not mandated and the governance code is principle-based rather than rule-based. Corporate firms in Australia are subject to corporate governance recommendations issued by the Australian Securities Exchange (ASX) in 2003. Additionally, ASX diversity initiatives introduced in 2010 require listed firms to incorporate additional recommendations from 2011. The Australian economy is characterised by large resources and financial sectors with each of these two dominated by a few large businesses. The gender pay gap is still considerable in Australia. Given these contextual considerations, an examination of the association between gender diversity of corporate boards of directors and corporate financial performance in Australia is likely to offer additional insights into the debate on the importance of gender diversity in the corporate sector. The sample of firms is derived from the constituents of S&P ASX 300 Index for the period from 2004 to 2016. At an aggregate level, empirical findings provide evidence that board gender diversity is not positively associated with corporate financial performance. However, a closer examination of the study period before and after gender diversity initiatives by ASX and consideration of sectoral differences shows that the association

respondents serve as the primary material. The results show that PM combined with ambiguous and undecidable objectives has created a situation where individuals strive to work more and become better, but never reach the point of adequacy. This is where the Foucauldian idea of 'normality' merges with the illusionary idea of 'ideal academic', causing constant feelings of inadequacy.

[view paper \(if available\)](#)

The Impact of Past Traumas on Workers from Forced Migration Backgrounds: Implications for CDS

Author: **Bob Townley**; The York Management School
Author: **Martyna Sliwa**; U. of Essex

This paper aims to introduce Critical Diversity Studies (CDS) scholars to the importance of the impact of past traumas on the way in which members of minority groups, especially those from forced migration backgrounds, experience and respond to organisational events. We draw on ideas from psychoanalytic theory regarding the influence of the past on the experience of the present in the context of individuals who have been affected by trauma earlier in life. The paper adopts a psychoanalytically-informed method in gaining an in-depth understanding of the life histories of individuals who have experienced forced migration and have re-lived these earlier traumas in the presence of organisational change. Our findings demonstrate that the responses of individuals who have experienced the trauma of forced migration to organisational turbulence and change are driven by repressed, unconscious, memories of past traumatic events. As a result, the past and the present become conflated in the individuals' minds, which leads them to behaving in similar ways to the past. We draw implications from our study for CDS researchers and for organisational leaders as well as all organisational members with regard to training and support related to this aspect of diversity.

[view paper \(if available\)](#)

between gender diversity and financial performance varies over time and across sectors. In particular, board gender diversity has a significant positive association with financial performance of Australian firms in the financial and services sectors specifically after the diversity initiatives were introduced by ASX in 2010. In the resources sector, there is no evidence that gender diversity has a positive association with financial performance. This study therefore offers some support for an economic case for gender diversity initiatives particularly in the financial and services sectors.

[view paper \(if available\)](#)

What Drives Investors' Reaction to Board Gender Diversity Regulation: Gender Diversity Regulation?

Designated as a "Best Paper" for GDO

Author: **Nicolas Mangin**; Faculty of Economics and Business, U. of Groningen

Author: **Shibashish Mukherjee**; Faculty of Economics and Business, U. of Groningen

We assess the relative validity and strength of four alternative explanations of investors' reaction to Board Gender Diversity (BGD) regulations: (1) a mediation by the intended increase in female representation; mediations by unintended side-effects on other characteristic of the board, like (2) board independence or (3) gender-based faultlines; and (4) a direct reaction to State intervention, irrespective of its intent or impact. We rely on a database of 45,516 firm-year observations in 9 regulating and 18 non-regulating countries from 2005 to 2015. We use a difference-in-difference design where BGD regulations are the treatment. We include a wide variety of controls and leverage institutional differences across countries and differences between firms in a moderated mediation path analysis to reduce risks of alternative explanations of our observations. Our results nuance the conclusions of prior studies about the impact of BGD regulations. Investors reacted favorably to increases in BGD, especially in high gender equality countries. Unfavorable reactions to BGD regulations are thus not attributable to gender, but instead to increases in board independence, stronger gender-based faultlines and a disapproval of State intervention.

Identity and Resistance in Paternalism

Author: **Elham Moonesirust**; U. of Aberdeen

Research on corporate paternalism draws attention to employee obedience through thankfulness to the employer. However, the dynamics of obedience in such systems and how the sense of employee thankfulness could constitute a mechanism of control is under-researched. Based on an in-depth case study of Volkswagen in Wolfsburg, Germany, my study contributes to the literature on paternalism in two ways: first, it demonstrates how living under paternalistic system stimulates discursive construction of specific interrelated identities. Four types of identities were identified: cynical, insignificant, appreciating and fearful. Second, it revisits the mechanism of control and resistance in paternalist systems. In doing so, it argues that despite what is implied in extant literature, thankfulness and the feeling of indebtedness do not automatically result in the minimisation of resistance in paternalism. Rather, the latter is the outcome of employee identity work in such contexts where the fear of losing their material wellbeing as well as their becoming alienated of the self facilitate their self-suppression of resistance.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

PAPER SESSION

ASYNCHRONOUS

Our moderation analyses provide additional support for these interpretations. Our study stresses the importance of addressing simultaneously several causal explanations for the impact of BGD regulations on investors' expectations to avoid attributing to one board characteristic, gender, the impact of its correlates. It also highlights subtle and potentially dysfunctional consequences of BGD regulations when men and women are not evenly distributed across professional backgrounds.

[view paper \(if available\)](#)

The Gender Diversity Imitation Game

Author: **Ruth Mateos De Cabo**; U. CEU San Pablo

Author: **Ricardo Gimeno**; Banco de España

Author: **Pilar Grau**; U. Rey Juan Carlos

Author: **Patricia Gabaldon**; IE U.

Companies measure and consider themselves in comparison with similar and closer companies, so to be legitimized equally towards investors and stakeholders. In this same process, companies tend to imitate the behavior of their neighbors in a process of isomorphism when it comes to incorporate women on boards. In this work, we evaluate the isomorphic behaviors on company boards with respect to the presence of women on these boards. We analyze more than 3800 European companies from 1999 to 2019, considering the relationships between boards when they share a director. We find mimetic strategies among those companies regarding the proportion of women on boards. We also find that these mimetic effects tend to be stronger when companies have a higher proportion of women than their neighbors and tend to reduce it, rather than when the proportion is lower, and the tendency is to increase it. However, given that European companies are under a lot of pressure to comply with gender equality recommendations, we observe that this asymmetry is reduced and even disappears in the presence of both quotas and recommendations on corporate governance codes.

[view paper \(if available\)](#)

GDO

Identity Experiences and Attitudes (session 1548)

A Systematic Review of Employment and Workplace Experiences of Muslims

Author: **Rami AlSharif**; U. of Glasgow

Author: **Rosalind Searle**; Centre for Trust, Peace and Social Relations, Coventry U.

Author: **Ann-Marie Nienaber**; Centre for Trust, Peace and Social Relations, Coventry U.

Author: **Charis Rice**; Centre for Trust, Peace and Social Relations, Coventry U.

The employment and workplace experiences of Muslims are rarely studied, and yet this group appears to face distinct challenges in securing work and progressing in their careers. In addition, given the historical developments in discrimination research designs, little is known about the impact of different designs on the validity of research findings. This paper makes three contributions. It is the first systematic review of the employment and workplace experiences of discrimination against Muslims. Second, we investigated adverse prejudice attitudes towards Muslims and the factors that lead to labor market and workplace discrimination. Third, through our investigation of this phenomenon, we identified the limitations of study design in the current discrimination literature and introduced strategies for future research to overcome them.

[view paper \(if available\)](#)

How Positive Attitudes Toward Asians Influence Perceptions of Racial Microaggressions

Author: **Jennifer Kim**; U. de los Andes, Colombia

Author: **Caryn J. Block**; Teachers College, Columbia U.

Author: **Hong Yu**; Teachers College, Columbia U.

The study examined the effect that positive attitudes toward Asians had on perceptions of negative effects associated with workplace racial microaggressions enacted against Asians. Positive stereotypes based on the model minority myth

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

Inclusive Innovation in Technology Entrepreneurship: What Is It and How Can We Study It? (session 1551)

According to the 2016 report by the Information Technology and Innovation Foundation entitled "The Demographics of Innovation in the United States", only 12% of "U.S. innovators" are women, and only 8% are members of U.S. minority groups. This report points to an increasingly important issue for entrepreneurship and innovation. Many would agree that the importance of including many skilled individuals in technological innovation is beneficial for firms, economies, and society; but how we do we change this dynamic? Surprisingly, little research has been conducted on the technology entrepreneurship aspect of inclusive innovation. This panel brings together leading scholars for an interactive session to discuss important issues, current initiatives, and a potential research agenda.

Asynchronous

PRACTICE

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

portray Asians as hard-working, industrious, and technically competent. Positive stereotypes, such as these, can in turn influence individuals' attitudes towards Asians, and as a result, also affect their ability to perceive racial microaggressions. To test this, we asked participants to read a series of vignettes that depicted different types of racial microaggressions, consisting of both overt (microassault) and covert (microinsult, microinvalidation, and overvalidation) types. Results showed that positive attitudes towards Asians diminished one's ability to perceive the negative effects of experiencing subtle types of microaggressions compared to the most blatant type of microaggression. This was especially true when the subtle microaggressions were based on positive stereotypes of Asians. The negative effects of acting on positive group stereotypes are discussed.

view paper (if available)

Hearing Loss and Career Attitudes: Disengaging from Lower Quality LMX (WITHDRAWN)

Author: **Camellia Bryan**; Schulich School of Business

Author: **David Baldrige**; Oregon State U.

Author: **Liu-Qin Yang**; Portland State U.

Author: **Richard Dirmyer**; U. at Buffalo

Isolation from professional connections can negatively impact how employees with disabilities feel about their careers, and research suggests that poorer quality employee-supervisor relationships can exacerbate isolation. In a sample of 181 deaf and hard of hearing subordinates, we investigate how professional isolation helps explain the relation between severity of hearing loss and subordinates' career attitudes, and how this process differs depending on the quality of LMX relationships. We find that subordinates with less severe hearing loss report more isolation than subordinates with more severe hearing loss, and in turn report lower career commitment and career satisfaction. Yet, these effects only hold in lower quality LMX relationships. We build theory for the LMX and stigma literatures by predicting these effects using the theoretical perspective of possible selves. These findings suggest that lower quality LMX relationships are not experienced as hurdles for all employees with disabilities, and disability impairment may produce

resilience against isolation.

[view paper \(if available\)](#)

What Does it Mean to be a Military Veteran? Issues of Veterans in Non-Military Organizations

Author: **Sarah Villanueva**; U. of Texas at El Paso

Military veterans have not been studied widely in the context of non- military organizations, although academic interest in veterans' topics has increased in the last decade. Relatively little is known about veterans' employment experiences, organizational contributions, and workplace challenges in non-military organizations beyond the liminal period of transition from military service to non-military organizations. I review twenty years of multidisciplinary research on military veterans with an emphasis on post-World War II veteran cohorts, identify gaps in the literature, and provide direction for future research using on a theory elaboration approach. I organize and describe research on military veterans based upon the authors' conceptualizations of veterans' status as a demographic trait, a bundle of human capital, or a unique culture that is indicative of deep-level diversity. I find that these conceptualizations serve to influence the research questions and theoretical approaches to the study of military veterans.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

GDO

Leadership and Identity (session 1549)

Changing Perceptions of Younger Leaders: The Role of the Observer and Organizational Change

Author: **Christoph Daldrop**; Christian-Albrechts-U. of Kiel

As a result of demographic change and greater age

HR

CEO Succession, Leadership and Internal Hiring (session 1559)

CEO Strategic Leadership, High-performance Work Systems, and Corporate Entrepreneurship

Author: **Yueyue Liu**; Nanjing U.

Author: **Meng Xi**; Nanjing U.

Corporate entrepreneurship plays a key role in

diversity, it is likely that younger individuals will rise quicker to higher leadership positions, where they have to lead relatively older followers. However, existing work suggests that younger leaders may be negatively evaluated due to not matching leader prototypes, for instance in terms of lowered perceived effectiveness. We focus on this negative leadership perception bias against younger leaders. Drawing on contextual prototype activation, we suggest that specific contexts increase or decrease the leadership perception bias. On the one hand, we propose that the negative bias increases with an observer's older age due to more negative stereotypes against younger individuals. On the other hand, organizational change (as compared with stability) might decrease the negative perception toward younger leaders due to positive stereotypes against younger individuals. Two experimental studies (N = 327 and 644, respectively) confirm that younger leaders are perceived as less prototypical and less effective compared to middle-aged and older leaders. This negative effect is attenuated in times of organizational change and strengthened for older (as compared with younger) observers. These findings point to the importance of contextual factors in the leadership perception process of younger individuals.

[view paper \(if available\)](#)

Is White Always the Standard? Using Replication to Extend What We Know About Leadership Prototypes

Best Student Paper Award

Designated as a "Best Paper" for GDO

Author: **Adaora Ubaka**; U. of Illinois at Chicago

Author: **Xinxin Lu**; U. of Illinois at Chicago

Author: **Lyangela Gutierrez**; U. of California, Los Angeles

In 2008, Rosette, Leonardelli, & Phillips published a study in which they examined whether race was an implicit component of the business leadership prototype. At the time of the study Rosette et al. (2008) underscored that among the then 43 United States Presidents, none had been a racial minority and suggested that this leadership example had implications for how U.S. citizens acquired their implicit leadership prototypes. With the election of

enhancing organizations' core competitiveness and sustainable development. To better understand the antecedents of corporate entrepreneurship, this study draws on the strategic leadership literature and upper echelon theory to explore the influences of CEO strategic leadership and high-performance work systems (HPWS) on corporate entrepreneurship and tests the moderating effects of the organizational life cycle on the relationship between these influences. Using matching data from 192 Chinese firms, the paper finds that both CEO task-focused leadership and relationship-focused leadership are positively related to HPWS and corporate entrepreneurship; a HPWS mediates the positive relationship between CEO strategic leadership and corporate entrepreneurship; and an organizational life cycle moderates the influence of CEO strategic leadership on a HPWS and the indirect effects of CEO strategic leadership on corporate entrepreneurship through a HPWS. This study integrates the CEO strategic leadership, strategic human resource management, and corporate entrepreneurship literature. It has important theoretical and practical implications.

[view paper \(if available\)](#)

Career Variety, Education, and CEO Humble Leadership: Exploring the Direct and Interaction Effects

Author: **Guangjian Liu**; School of Business, Renmin U. of China

Author: **Xiaoxi Chang**; China U. of Political Science and Law

Author: **Jinlong Zhu**; Renmin U. of China

Author: **Pengpeng Zhang**; Career Variety, Education and CEO Humble Leadership

Will knowledge make CEOs more or less humble?

Based on upper echelon theory and humble leadership research, this paper develops and examines a model that explains how the breadth and depth of knowledge, including career variety, education level, and elite education, independently and jointly influence CEO humble leadership. Using multi-source, multi-wave data collected from 175 listed firms of China, we found that both the breadth and depth of knowledge can influence CEO humble leadership behaviors, but their influence are

Barack Obama, the first African American President of the United States, an era of important technological, demographic and cultural changes emerged as to reshape the American socio-cultural landscape. Events in the last decade have demonstrated how prototypes within the general populace (e.g. the heterosexual marriage prototype) have become amenable to change. Moreover, recent research suggests that underlying racial attitudes as assessed by the Implicit Association Test (IAT) have shifted positively towards neutrality. The aim of the present study is to build on the work by Rosette et al. (2008) by examining whether recent changes have had a broadening and more racially inclusive effect on the business leader prototype. Grounding our direct replication study within the implicit leadership theory (ILT) literature, we retest the theoretical assumptions of Rosette et al. (2008).

[view paper \(if available\)](#)

Effects of Power Relations on Relationship Between Gender Performativity & Leadership Effectiveness

Author: **Nan Tang**; Columbia U.

The overarching purpose of this study is to examine the moderating effects of power relations in organizations on the relationship between gender performativity and leadership effectiveness. Previous researches on the effects of gender on leadership effectiveness perceive gender as a dichotomized category and generalize the differences of biological sex to sharing gender norms and gendered expectations. This study was designed to explore how a diverse spectrum of gender performances impacts the configuration of leadership effectiveness. The study implemented hierarchical regression to analyze the data collected from 172 participants who are partners of 50 Wall Street law firms using an online survey questionnaire. The research results indicate that the partners possessing more feminine gender performance than masculine gender performance have higher scores of leadership effectiveness. The results also indicate that structural power, ownership power, and expert power moderate the relationship between gender performativity and leadership effectiveness.

distinct. Specially, the breadth of knowledge coming from various fields (represented by career variety) enhanced CEO's humble leadership behaviors, while the depth of knowledge in one area (represented by education level) was negatively related to CEO's humble leadership. In addition, we found that CEO's education level and elite education can both strengthen the positive relationship between career variety and CEO humble leadership. Directions for future research and managerial practices are discussed.

[view paper \(if available\)](#)

Variety is the Spice of Internal Hiring: How Pool Diversity Affects Post-Hire Performance and Exit

Author: **Kathryn Dlugos**; Penn State U.

Although internal hiring is associated with a number of benefits for firms, organizations may only be able to fully capture these benefits when they create complementary person-job matches. This can be difficult, as hiring managers have incomplete information about how internal candidates will perform in a new job even within the boundaries of the firm. I introduce internal-external candidate pool heterogeneity as a source of information to aid internal hiring decisions. I argue that, by enabling hiring managers to benchmark characteristics of their internal candidates against those available in the external market, heterogeneous pools (i.e., interview pools that include both internal and external candidates) lead managers to select higher-performing internal hires than they would if they only interviewed internal candidates. I argue that interviewing external candidates is not without risk, however, as doing so also provides information to internal hires about their future internal and external mobility prospects. Using data on over 2,000 internal hires at a large, U.S.-based health services firm, I show that internal hires from heterogeneous pools are 1.43 times more likely to be rated a top-performer in their first year in the new job but also 2.01 times more likely to voluntary exit, compared to internal hires from pools containing only internal candidates. I conclude with a discussion of the theoretical and practical implications of this tradeoff for both firms and workers.

[view paper \(if available\)](#)

Through My Eyes: African American Women Leaders' View on the Multi- Source Feedback Assessment

Author: **Amber Kea-Edwards**; Claremont Graduate U.

Intersectionality is an emerging topic in leadership development research. Intersectionality theory is an expansion of feminism that looks at the effects of overlapping identities, such as gender and race. This current study sought to understand the role of intersectionality on a popular form of leader development, multi- source feedback interventions. Multi-source feedback interventions provide an individual with self-referent information that promotes motivation and energy towards self-growth (Atwater, Waldman, & Brett, 2002). One's social identity often impacts the content of feedback, the process of how feedback is delivered, as well as how feedback is accepted and processed (Toegel & Conger, 2003). Using a hermeneutic phenomenological research design, I interviewed twenty African American women in leadership roles on their experience with the multi-source feedback assessment. Common themes emerged such as fear of confirming certain stereotypes, a desire for personality-based feedback, and the use of the multi-source feedback for leadership development.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HR

**High Performance Work Systems
(session 1557)**

The Moderating Effect of Age on the Association Between HPWS and Employee Performance Roles

Author: **Nikolaos Pahos**; Athens U. of Economics and Business

HR

**HR, Social Responsibility, and
Performance (session 1555)**

Signaling and Social Influence: The Impact of Corporate Volunteer Programs

Author: **Yinyin Cao**; U. of Michigan - Dearborn
Author: **Frits Pil**; U. of Pittsburgh

Author: **Eleanna Galanaki**; Assistant Professor
Athens U. of Economics and Business
Author: **Beatrice Van Der Heijden**; Radboud U.
Nijmegen
Author: **Jeroen De Jong**; Radboud U. Nijmegen

High Performance Work Systems (HPWS) have been shown to associate with performance at diverse levels. In this paper, we study the effects of employee age on the relationship between HPWS and employee performance. We use a role-based measurement of employee performance, which introduces 5 roles that an employee can hold within an organization, namely the roles of Job holder, Career seeker, Innovator, Team member and Organization member. Integrating social exchange theory with lifespan theories, we propose that HPWS have different associations with job roles for older employees. Using 349 pairs of supervisors and their subordinates, nested in 118 service organizations, multilevel analyses show that HPWS associate positively to employee performance in the Organization member role. Moreover, the relationship between HPWS and performance is negatively moderated by employee age for the Job holder and the Career seeker roles. The results are discussed in light of the challenges that they pose for the management of an ageing workforce.

[view paper \(if available\)](#)

Win-Win? A Study on the Effects of High Performance Work Systems on Well-Being and Performance

Author: **Rentao Miao**; Capital U. of Economics and Business
Author: **Yi Cao**; Peking U.
Author: **Luona Gan**; Renmin U. of China
Author: **Nikos Bozionelos**; EMLYON Business School

In the field of strategic human resource management scholars have recently called for attention at the relationship of high performance work systems (HPWS) with outcomes that pertain to employees' well-being rather than simply to performance. However, there is limited evidence on whether the organization can take into account the dual benefits of employer (performance) and employee (well-being). This possibility was

Corporate volunteer programs present opportunities for employees to contribute their time and skills to further important causes and help communities in need. The programs not only contribute to a better world, but the literature suggests they benefit participants themselves with participation associated with increased happiness, reduced stress, and better job performance. Despite these benefits, the uptake of these programs by employees is surprisingly low. And little is known about the affective reactions of employees that do not participate. We draw on signaling and social influence theory to examine the effects of corporate volunteer programs on employees who take part in a volunteering initiative, as well as those who do not. In a longitudinal field study at a large organization in the Northeast, we find that even when employee participation in volunteering is low, there is a significant influence on employees' organization- and volunteer-related perceptions resulting from social sharing among coworkers. These positive effects are most prominent when employees are in positions that afford flexibility, and when coworker ties are close. Understanding these effects of corporate volunteer programs on employee outcomes is important as firms seek to provide a more enriching environment for their workforce.

[view paper \(if available\)](#)

The Workplace Social Performance of Family Firms: A Configurational Approach

Author: **Georges Samara**; American U. of Beirut
Author: **Maria Jose Parada**; ESADE/JIBS
Author: **Ramzi Fathallah**; American U. of Beirut

Comparative research on family versus non-family firms' workplace social performance has produced mixed results. Consequently, several calls have been made to account for family business heterogeneity to understand better how family involvement in the business affects the workplace social performance of family firms. Using qualitative comparative analysis, we respond to these calls by exploring the governance antecedents that can lead family firms to increase their workplace social performance. We find two governance configurations that lead to

investigated with data from the matching questionnaire survey of 74 supervisors and 301 employees of Chinese localization enterprises. Data were collected at different time points. The results showed that HPWS were positively related to both employee well-being and to team performance. Work-family facilitation rather than work-family conflict mediated the relationship between HPWS and employee well-being. Authoritarian leadership moderated the relationship of HPWS with work-family facilitation rather than team performance. Finally, the moderating role of authoritarian leadership was mediated by work-family facilitation. The implications of the findings for theory and practice are discussed.

[view paper \(if available\)](#)

Are We All in the Same Boat? Congruence Effects of HPWS for Leaders and Followers

Author: **Saehee Kang**; Marquette U.

Author: **Robin Mengxi Yang**; School of Economics and Management Tsinghua U.

Drawing on HR strength theory, this study suggests that HPWS congruence between leaders and followers is an important construct in explaining additional variance in team outcomes over and above the effects of HPWS intensity. Employing polynomial regression and response surface analysis on time-lagged data gathered from 436 service teams, we found that the team climate for service is influenced by the degree of congruence between HPWS for leaders and followers. Results also revealed that team climate is higher when the congruence effect occurs at a high level rather than a low level. Furthermore, we found that incongruence of HPWS led to an asymmetric effect on team climate such that the incongruence effect was stronger when HPWS for followers was greater than HPWS for leaders. Lastly, the results show that team climate mediates the relationship between HPWS congruence and team process and team cohesion. We conclude that to fully understand the implications of HPWS, researchers should consider HPWS with respect to different employee groups.

[view paper \(if available\)](#)

better family business internal social performance. The first configuration is the combination of 100% family ownership, high family involvement in management, and a mix of outside directors and family members on the board. The second configuration is the combination of less than 100% family ownership and low family involvement in management. Theoretical and practical implications are discussed at the end of the paper.

[view paper \(if available\)](#)

A Self-Regulation Perspective on the Double-Edged Sword Effects of the Performance-Oriented HRS

Author: **Guanglei Zhang**; Wuhan U. of Technology

Author: **Rong Ma**; Wuhan U. of Technology

Author: **Mingze Li**; Wuhan U. of Technology

The performance-oriented human resource system (HRS) brings both opportunities and challenges to employees. Prior studies mainly report the positive impact of high-performance work on organizational and employee performance, ignoring the negative impact on employee's behavior. Based on self-regulation theory, this paper discusses the double-edged sword effects of the performance-oriented HRS on employees. A total of 253 employees were studied in three waves, and the linear model was used to analyze the data. The results indicates that the perceived performance-oriented HRS not only can positively predict employees' concerns with performance and improve their willingness of self-development but also may lead to resource depletion and lower employees' moral awareness, which increases the risk of employees' unethical behavior. Employees' self-control is a regulator of the negative effect of a performance-oriented HRS. That is, when employees' self-control is low, the performance-oriented HRS has a stronger influence on unethical behavior through moral awareness than when it high. The above results can broaden our understanding of the effects of the performance-oriented HRS on employees, and provide some new insights for intervening the effects of performance-oriented HRS in organizational human resource practices.

[view paper \(if available\)](#)

Fighting Scaling Challenges With Internal Means: A Paradox

Author: **Evy Van Lancker**; Ghent U.

Author: **Veroniek Collewaert**; Vlerick Business School & KU Leuven

Author: **Frederik Anseel**; Business School, U. of New South Wales, Sydney

While high-growth firms are important providers of innovation, employment, and wealth, it is not clear how a young firm's top management team navigates the process of scaling their business into such a firm. One particular challenge young firms must learn to overcome if they want to grow is the 'people' challenge. This paper studies the boundary conditions of the adoption of high-performance work practices as a means to help overcome the growing pains of these firms. Building on the attention-based view, we show that the adoption of these practices uncovers a paradox which is subject to the influence of financial performance and the team's previous entrepreneurial experience.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

How Different Components of Socially Responsible HRM Influences Affective Commitment

Author: **Kamran Iqbal**; Bahria U. , Islamabad Pakistan

Author: **Xin Deng**; U. of South Australia

The purpose of this paper is to investigate the process through which socially responsible human resource management (SRHRM) affects employees' affective commitment. Drawing on Social Exchange theory and Social Identity theory, we argue that the link between SRHRM and affective commitment (AC) can be direct and indirect through the mediation of organizational trust (OT) and organizational pride (OP). Using data collected from the banking sector in Pakistan, we tested the mediating role of OT and OP between AC and three components of SRHRM: legal compliance HRM (LCHRM), employee-oriented HRM (EOHRM) and general CSR facilitation HRM (GFHRM). We found that EOHRM significantly influences affective commitment directly and through organizational trust. On the other hand, the effect of GFHRM on affective commitment is only through organizational trust. LCHRM, however, has no significant effect on affective commitment either directly or indirectly. Organizational pride was found to mediate GFHRM and affective commitment relationship. Our findings shed light on the social and psychological process of SRHRM influencing employee's affective commitment and provide insights for practitioners in selecting suitable HR policies to achieve CSR goals while enhancing employee's organizational commitment.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

HR

HRM in Context (session 1554)

Skill Enhancing HR Investments, Contextual Endowments, and Innovation: A Four Country, Two-Wave Study

Author: **Maura Sheehan**; Edinburgh Napier U.

HR

HRM, Ownership, and Performance (session 1558)

Why Share? Owners' Motives for Profit-Sharing and Firm Profit

Author: **Jinyun Sun**; Fudan U.

Author: **Thomas Garavan**; Edinburgh Napier U.
Author: **Michael J. Morley**; U. of Limerick

We theorize and test the combined effects of both firm level skill- enhancing human resource investments, designed to boost specific and general knowledge resources, and of national level human capital contextual endowments, on incremental and radical innovation rates in knowledge intensive firms. Drawing on the intellectual utility of both the resource based view and the configurational perspective, at the firm level we theorize the impact of three such skill-enhancing human resource investments, namely specific training, general training and the implementation of functional flexibility, along with various configurations of these investments, on both incremental and radical innovation. At country level, we mobilize contingency arguments to hypothesize the likely effects of contextual variations in national level human capital provisions on the firm level knowledge resources-innovation relationship. Then, using a unique two-wave dyadic data set assembled from 1,764 interviews conducted in 882 knowledge intensive firms in France, Finland, Sweden, and the UK we test our arguments. Our analysis finds broad support for both direct relationships and synergistic interactions between particular combinations of the firm level skill-enhancing human resource investments examined and the incremental and radical innovation gains secured. Our results also demonstrate that higher levels of national human capital provision moderate the firm-level relationship between the skill-enhancing human resource investments and the innovation outcomes. Our analysis adds to the body of knowledge on the explanatory power of the resource-based view as a lens for explicating the link between skill-enhancing human resource investments and both incremental and radical innovation. From a contingency perspective, it also suggests that the value of firm level investments in specific and general knowledge resources for incremental and radical innovation is enhanced where national human capital contextual endowments are higher. We discuss the theoretical and practice implications of our findings and we outline possible directions for future research.

[view paper \(if available\)](#)

Author: **Jiwen Song**; Renmin U. of China
Author: **Zheng Tianyi**; Fudan U. School of Management

We examine the relationship between the owner-manager's motive for utilizing a profit-sharing plan and firm performance in China. By examining the psychology of the owner-manager for this collective compensation practice, we enhance our understanding of the impact of this collective pay-for-performance practice and the conditions under which it is associated with firm performance. Specifically, we find a negative association for the wealth-capture motive, whereby owners use the profit-sharing plan with the primary intention to enhance firm financial performance, and a positive association for the wealth-sharing motive, whereby owners want to share the firm's financial success with employees on firm profits. We further find that these associations are strongest when the owner's motives are clear (using firm age as a proxy) and when the profit-sharing plan is provided selectively to employees. Our study provides insights into the importance of owner-manager psychology in when a profit-sharing plan produces financial benefits to the firm.

[view paper \(if available\)](#)

How to Boost Participation in Employee Ownership Plans – A Contextual Analysis of Profit Sharing (WITHDRAWN)

Author: **Rieke Hullmann**; U. of Goettingen
Author: **Jan Christoph Hennig**; U. of Goettingen

Firms aim to increase participation in employee ownership plans via profit sharing programs. This study investigates the impact of a profit sharing distribution on individual decisions to participate in the subsequent employee ownership plan (ESOP). We assume that a firm's profit sharing distribution has a positive impact on subsequent ESOP participation. More specifically, we posit that this effect is especially strong in settings where employees face higher barriers to investment in stocks. Evidence from a sample of about 1,200,000 employee-year observations from 46 countries supports our hypotheses. The effect is enhanced in specific individual-, workgroup-, and country-level

“Best Practices” or “Best Fit”: Exploring the Effects of the HR Systems and Contexts on Outcomes

Author: **Meng Xi**; Nanjing U.

Author: **Yan Chen**; Idaho State U.

Author: **Yueyue Liu**; Nanjing U.

In the strategic human resource management (SHRM) field, there has been a classic debate regarding the “best-practice” versus “best-fit” approach to HRM. The present study aims to address this debate. Using a sample of 481 organizations representing a range of industries, we found that there are four types of HR systems, namely cost minimizers, commitment maximizers, motivation enhancers, and skill builders. Moreover, we found that various organizational contexts (i.e., firm ownership, employee-oriented organizational culture, local human resource supply, and local government-market relationship) and different types of HR systems interactively influence collective affective commitment and firm performance. The theoretical contributions and practical implications of these findings are discussed.

view paper (if available)

Status Increase Despite Passivity: HRM Professionalization in the Civil Law Context

Author: **Isabella Scheibmayr**; U. of Salzburg

Author: **Astrid Reichel**; U. of Salzburg

In the ongoing debate about professionalization of Human Resource Management, the interaction of HRM with the legal context has rarely been explored and the few studies have been conducted in Common law contexts (especially the US). To investigate the interaction between the legal context and HRM professionalization we consider the case of a legal change in a Civil law context, the amendments of the equal treatment law in Austria (2011/2013). Using a discourse analytical lens we show that even though HRM practices were the explicit target of the law, representatives of the HRM occupation did not actively engage in the legislative process before the law was passed. Rather, HRM framed its own practices and interacted with the legal context in implementing the amendment. Still, these implementation activities were associated with HRM status improvement.

settings. Particularly we find a stronger positive effect for a) individuals with a lower degree of education, b) for those working in departments thematically distant from the firm’s ESOP and c) for those embedded in a culture with higher levels of uncertainty avoidance. The results are attractive for research in gaining a better understanding of how individuals derive financial decisions and for companies and regulators aiming at increasing ESOP participation.

view paper (if available)

The Dual Paths Linking Leaders’ High Performance Expectations to the Followers’ In-Role Performance

Author: **Mian Zhang**; Tsinghua U.

Author: **Quan Li**; Nankai U.

The purpose of this study is to explore how leaders’ high performance expectations influence followers’ in-role performance. We propose two paths linking leaders’ high performance expectations to followers’ in-role performance. Dyadic data between leaders (N = 51) and followers (N = 251) were collected by using three time-points survey. Guided by the activation mechanism, we found that follower’s work engagement mediates the relationship between leaders’ high performance expectations and followers’ in-role performance. Guided by the mechanism of negative source attribution, we found that follower’s work-to-family conflict mediates the relationship between leaders’ high performance expectations and followers’ work engagement. Besides, followers’ gender and gender role attitudes play a joint moderating effect in the relationship between leaders’ high performance expectations and followers’ work-to-family conflict. Specifically, a positive relationship exists for non-traditional male followers and traditional female followers. Using a scenario-based experiment, we also found evidence supporting that work-to-family conflict reduces work engagement. Theoretical and practical implications are discussed.

view paper (if available)

view paper (if available)

Asynchronous

INTERNATIONAL RESEARCH PAPER SESSION ASYNCHRONOUS

Asynchronous

RESEARCH PAPER SESSION ASYNCHRONOUS

HR

Pay - Gender, Cultural, and Status Difference (session 1553)

It Gets Worse with Time: An Examination of the Gender Pay Gap Among Government Employees

Author: William Obenauer; Ithaca College

More than fifty years after the enactment of the Equal Pay Act, it is not clear that women receive equal pay for equal work. Multiple analyses show economic trends indicating that women earn less than men despite the fact that they attain college education at comparable rates. While these trends are informative, they have also raised questions regarding the conditions in which the gender pay gap is likely to emerge. We examined this issue using two separate salary data sets for the wages of government employees. Using hierarchical linear modeling, we accounted for differences within individuals, specific employment positions, and state agencies. Our analyses showed consistent support for an overall gender pay gap, but they indicated that this inequity was attenuated in at least one female-dominated occupation (secretarial positions). Contrary to our expectations, we found that while there was a gender pay gap in leadership positions, at non-executive levels it was not greater than that of the rest of our sample. Our results also offered insight into the positive relationship between employee tenure and the gender pay gap. We discuss the implications of these findings as well as opportunities for new research.

view paper (if available)

Gender and Salary Negotiation Initiation: An Experimental Study

HR

Work and Emotions (session 1556)

Roller Coasters of Happiness: A Study of Interns' Happiness Variability, LMX, and Job-Seeking Goals

Author: Courtney R. Masterson; U. of San Francisco

Author: Jiaqing Sun; U. of Illinois at Chicago

Author: Sandy J. Wayne; U. of Illinois at Chicago

Author: Donald H. Kluemper; U. of Illinois at Chicago

Building on a rich body of research that demonstrates the tightly connected relationship between affect and leader-member exchange (LMX), we develop and test theory regarding the influence of happiness on LMX in an important yet understudied context of internships. Adopting a discrete and dynamic emotions perspective, we bring attention to interns' happiness variability (i.e., between- person differences in the stability of happiness over time) that results from their reactions to daily interactions with supervisors. Integrating Affective Events Theory and Feelings as Information Theory, we investigate how interns' happiness variability informs their perceptions of LMX, its interactions with individual differences (i.e., optimism and core self-evaluation), and ultimately, its indirect effects on interns' job-seeking goals related to future employment with the organization. Findings from our experience sampling method field study reveal a positive relationship between happiness variability and LMX among interns low in optimism and interns low in core self-evaluation but a negative relationship among interns high in optimism. The findings also provide evidence of conditional indirect effects of interns' happiness variability on a key employment outcome, job-seeking goals, via their perceptions of LMX. Extending our results, we discuss theoretical and empirical implications for future research and

Author: **Lin Xiu**; U. of Minnesota, Duluth

Author: **Yufei Ren**; -

We conducted an experiment to examine the gender difference in salary negotiation initiation. Using a unique design, we find that in a double-blind environment with no external social and economic costs, there is no gender difference in the likelihood of initiating salary negotiation. When participants are informed that they would need to reveal their identities when asking for a higher pay, fewer women initiated salary negotiation, and the effect on men is not significant. We further examined the effect of competition-based rule on the asking decision and found that men are more likely to initiate salary negotiation when salary increase is based on competition, and there is no impact on women. Lastly, social norms also discourage men to negotiate a higher pay if the payment is based on competition and they have to ask in public.

view paper (if available)

Does Pay Matter to Everyone? A National Culture Analysis of Pay, Sex, and Job Satisfaction

Author: **Hilla Peretz**; ORT Braude College

Author: **Andrew B. Blake**; U. of Arkansas

Author: **Yoav Ganzach**; Tel Aviv U.

Author: **Yitzhak Fried**; Texas Tech U.

Despite the importance of pay as a key incentive at work, the relationship between pay and job satisfaction is inconsistent. In the current study we propose that societal culture, more specifically, the Masculinity/Femininity and Individualism/Collectivism cultural dimensions (Hofstede, 1991), moderate the relationship between pay and job satisfaction. We further examine the moderating effect of sex independently, and jointly, within the two cultural dimensions. To our knowledge, this is the first comprehensive study that examines the influence of culture on pay-job satisfaction relationship. The study consists of a sample of 147,827 individuals from 20 countries. The results supported our hypotheses by indicating that the impact of pay on job satisfaction is stronger in Masculine than Feminine societies and in Individualistic than Collectivistic societies. Further, we also hypothesized

practice.

view paper (if available)

Spurring Tensions at Work and the Moderating Role of Psychological Resilience

Author: **Rawia Ahmed**; Zayed U.

Author: **Maria Fernanda Wagstaff**; U. of Texas at El Paso

Paradoxes are integral parts of our work lives. In this paper, we tested workplace triggers of four different categories of tensions: belonging, learning, organizing, and performing paradoxes, and we offered a theoretical framework on how these types of paradoxes negatively affect employees' well-being by examining job stress. Further, we presented psychological resilience as a contingency variable that reduces the experience of job stress. We also developed and validated the organizing tensions instrument. We tested the theoretical model with three samples: Sample 1 (125 MBA students), Sample 2 (Time 1 with 520 Qualtrics Panel respondents), and Sample 3 (Time 2 with 136 Qualtrics Panel respondents). We found support for two triggers of tensions: a) perceptions of organization change to learning tensions, and b) plurality of stakeholders to performing tensions. Further, we found support for learning tensions as a mediator of the relationship between perception of organizational change and job stress when psychological resilience as a moderator is accounted for. Theoretically, we initiated a discussion of workplace triggers of paradoxes at the individual level of analysis, and how these triggers ultimately relate to well-being at work. Several practical implications are discussed.

view paper (if available)

Workplace Loneliness is Bad: A Model of Negative Outcomes, its Moderator, and Mediator

Author: **Payal Anand**; Indian Institute of Management, Kozhikode

Workplace loneliness is a powerful social emotion that has negative consequences for both the

and found a three-way interaction indicating that pay is most strongly related to job satisfaction in societies that are high on both Masculinity and Individualism simultaneously. Finally, also consistent with our hypotheses, we report two three-way interactions between Individualism/Collectivism, sex, and pay, as well as between Masculinity/Femininity, sex, and pay on job satisfaction. These results support our hypotheses that sex interacts with Individualism/Collectivism and with Masculinity/Femininity in predicting pay-job satisfaction relationship.

[view paper \(if available\)](#)

Does Competition Protect Temporary Guest Workers from Wage Theft?

Author: **Peter Norlander**; Loyola U. Chicago

Combining data on wage and hour violations and data on the firms that sponsor workers on temporary visas to the United States, this study finds that greater employer concentration in a labor market is associated with a greater incidence of violations of wage and hour laws. The magnitude of the effect is large: in a pure monopsony labor market, guest workers are six to twelve times more likely to be employed by firms caught violating wage and hour laws. These findings contribute to the literature on the correlates of labor abuse, could aid in the detection and prevention of wage theft, and suggest reforms for guest worker programs.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

employees and the organization. Given the limited literature on the phenomenon and its implications for the organizations, there is a need to understand its consequences. In the present study we focused on work meaningfulness and depersonalization as the direct outcomes of workplace loneliness. We also revealed the underlying mechanism through which workplace loneliness is associated with its negative outcomes. We propose that perception of organizational politics act as a mediator linking workplace loneliness and its outcomes. In addition, we argued that an important personality factor, i.e., core self-evaluation impacts the relationship between workplace loneliness and its negative outcomes. Using two different samples of nurses (n= 340) and call center employees (n=940), we tested the hypothesized framework. Our study offers important implications to theory, research and practice.

[view paper \(if available\)](#)

Policy, Relationship Type, and Motive as Moderators of Engaging in a Workplace Romance

Author: **Jessica L. Doll**; Coastal Carolina U.

The purpose of the study was to expand current understanding, and the literature, of workplace romances. Additionally, the study proposed amendments to Pierce, Byrne, and Aguinis' (1996) model of workplace romance. Specifically, based on prior research and theory, moderators of the relation between the desire to engage in a workplace romance and the willingness to engage in a workplace romance were examined. Additional consequences of engaging in workplace romances were also proposed. Data were collected from employees (N =172) at a mid-sized southern university. Additional employee data were collected from a small technical college and an on-line professional networking site. Using a 2 × 2 × 3 fractional factorial experimental design, relationship to the romantic interest (i.e., hierarchical vs. lateral), the motive to engage in a workplace romance (i.e., love or job), and the organizational policy regarding workplace romances (i.e., none, moderate, and strict) were manipulated in an online survey. Tolerant organizational policies and love motives were significant predictors of the willingness to

IM

Georgetown Best Paper in International Business and Policy Finalist (session 1563)

Go Out for Jobs? Foreign Investment Projects and their Impact on Firms' Domestic Employment Growth

IM Division Georgetown Best Paper in International Business and Policy Finalist

Author: **Guus Hendriks**; U. of Amsterdam

Many governments, especially those of emerging economies, have policies in place to stimulate their firms to internationalize and engage in outward foreign direct investment (OFDI). Although it may serve interests other than that of economic development, it is unclear to what extent it contravenes policy aimed at raising employment, an area particularly important for countries if they are to make progress on sustainable development goals. This study looks at three dimensions of OFDI promotion policies typically adopted by emerging economy governments, as they encourage firms to choose acquisitions over greenfield investments, and support large firms with considerable presence in a region of interest as their national champions. I study how these firm- and investment-related characteristics affect how emerging market multinationals grow their own domestic employment after undertaking a specific foreign investment project, whereby I draw on the resource-based view and agency theory to formulate hypotheses. Analyzing detailed data pertaining to 409 such projects by firms from 13 emerging

engage in a workplace romance. Additionally, relationship secrecy was proposed as a predictor of projected life and job satisfaction. Relationship secrecy was negatively related to both projected life and job satisfaction. Implications for the workplace are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

IM

Impact of Cultural Differences (session 1560)

Cultural Differences in the Content of Employees' Psychological Contract

Author: **Jiahong Du**; Vrije U. Brussel

Author: **Tim Vantilborgh**; Vrije U. Brussel

This study qualitatively explores differences in psychological contract (PC) content between Belgian and Chinese employees, while attempting to understand these differences from the perspective of cultural values. We build on theory concerning horizontal and vertical individualism/collectivism to interpret differences in PC content. 21 Chinese and 20 Belgian employees were interviewed, with results indicating that Belgian interviewees' PCs tend to be balanced with an emphasis on egalitarian interpersonal relationships, reflecting a horizontal collectivist culture. We propose that a "culture of compromise" forms a fitting description for Belgian interviewees' PCs. For Chinese interviewees, the PC was characterized by mixed contracts aligning with the ideology of 'Utilitarianistic Guanxi', which forms a Chinese philosophy that combines the pursuit of profit with objective goods, reflecting a culture of vertical collectivism.

[view paper \(if available\)](#)

Micro-Dynamics of Stress and Coping with Cultural Differences in High Tech Global Teams

Author: **Nurit Zaidman**; Ben Gurion U. of the Negev

economies, this study finds support for these hypotheses. An important implication is that key elements of OFDI promotion efforts such as China's 'Go Out' policy tend to have negative consequences for domestic employment, thus revealing important policy trade-offs.

[view paper \(if available\)](#)

Fractionalization and Decentralization Predictors of the Relationship of Within-Country Region Diff

IM Division Georgetown Best Paper in International Business and Policy Finalist

Author: **Mikael Sondergaard**; Aarhus BSS, Aarhus U.

Author: **Mark F. Peterson**; Aarhus BSS, Aarhus U.

Author: **Aycan Kara**; IU Southeast

We consider whether, when and why within-country regional differences overwhelm country differences in work goals. Whereas country boundaries have continuing cultural significance, within-country groups often have cultural importance that governments can support or undermine. Countries can recognize cultural groups by creating corresponding internal divisions (e.g., provinces, states, oblasts, etc.) and decentralizing different forms of control to them. Superficially, similar internal divisions, however, can also be created simply for administrative convenience or to undermine traditional cultural groups. Previous studies have sought, with limited success, to distinguish reasons for creating within-country divisions by distinguishing federated from unitary countries. We extend that research by studying the implications of ethnolinguistic fractionalization and regional decentralization rather than federalization. As in the previous research about the effects of federalization, we use work goals measures from the World Values Survey (WVS) and assess their association with WVS measures of attitudes toward democracy and ethics

[view paper \(if available\)](#)

Unsolicited Justice: the Institutional Externality of FCPA Enforcement on Corruption and Investment

IM Division Georgetown Best Paper in International

Author: **Hilla Cohen**; Kaye College of Education

This study presents a systematic, contextual, and cross-cultural comparison of the stress evaluation and consequent coping mechanisms employed by 111 Israelis and 76 Indians, members of high-tech virtual teams. The study demonstrates that in conditions created by a stressful external environment, low levels of divergence in team members' stress evaluation and coping strategies can lead to a negative dynamic of stress escalation among team members. Based on the study data, and on intercultural encounters research and ego depletion theory, the study suggests an analysis of the creation, development and ending of coping dynamics that result from team members' cultural differences, under conditions of a stressful work environment. The study makes several contributions to GVT research. First, unlike existing research that generally discusses team dynamics associated with cultural differences in terms of the creation of subgroups, the findings of this study show that cultural differences between members of GVTs can create forms of micro-dynamics associated with the team member's sources of stress and their coping behavior. Second, the study illuminates the significant impact of these dynamics on the performance and well-being of team members. Third, the study contributes to stress and coping research by demonstrating that coping itself can create secondary sources of strain. In particular, our research suggests that secondary sources of strain may be formed when (a) the participants are interdependent; (b) participants are diverse in their coping behavior; (c) and participants work under stressful work routines, which might push individuals into a state of ego-depletion.

[view paper \(if available\)](#)

Country Differences in Default Social Heuristics and the Foreign Language Effect

Author: **Diemo Urbig**; Brandenburg Technical U. Cottbus

Author: **Katrin Susanne Muehlfeld**; U. of Trier

Author: **Arjen Van Witteloostuijn**; Vrije U. Amsterdam

Individual-level effects of foreign language use on

Business and Policy Finalist
Author: **Jian Xu**; Emory U.

This paper examines the impact of transnational anti-corruption legal regimes, represented by the U.S. Foreign Corrupt Practices Act (FCPA), on firms' behavior and performance. I argue that external anti-bribery enforcement disrupts the informal quid pro quo in corrupt countries where firms offer bribes in exchange for market access and protection from expropriation. As a result of the legal intervention, firms subject to FCPA regulation are deterred from navigating predatory regulations using illegal means, and their investment performance suffers. Therefore, such companies decrease investments in markets with burdensome regulatory restrictions enforced by unconstrained government bureaucrats. Using an original dataset on the enforcement actions of the FCPA, I examine the law's impact on multinational enterprises under its jurisdiction. I find that FCPA enforcement decreases the revenues and profitability of firms listed in U.S. stock markets, and the reductions are mostly found in high-barrier industries within countries lacking strong legal institutions. Results also show that FCPA intervention makes firms tied to U.S. markets more likely to sell fixed assets and reduce both short-and long-term investments in high-risk markets. This paper extends the institution-based view of international business by showing the institutional spillover effects of domestic market regulations. Transnational law enforcement applies a country's domestic law to foreign jurisdictions, which provides a form of institutional subsidy to countries with weak judicial systems to sanction local corruption.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

decision making are often related to shifts between more intuitive/heuristic and more deliberate/rational decision making. Intuitive behavior is substantially influenced by socialization and context. Consistently, meta-studies on the relationships between the use of intuition and specific behaviors in cooperation dilemmas reveal cross-country variation, suggesting that how foreign language use affects decision making might as well be highly dependent on the specific country context. This creates challenges to single-country studies. We, therefore, replicate in Germany a single-country study conducted in the Netherlands. While Germany and the Netherlands are quite similar on general cultural criteria, a recent meta-study on the use of heuristics in cooperation dilemmas suggests important differences regarding default social heuristics. This study thus aims at testing whether the cooperation-reducing effect of using English as a foreign language as found for the Netherlands generalizes across other country/mother tongue settings, which potentially differ considerably in terms of default social heuristics. An empirical comparison between Germany and the Netherlands replicates related effects from different types of experiments and supports the basic mechanism that supposedly underlies foreign language effects—i.e. a tendency towards more reflective decision making, independent of any specific heuristics—, but also suggests significant differences in ultimate outcomes, presumably due to cross-country differences in social heuristics.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

IM

The Impact of TMT and CEO Characteristics in International Management (session 1561)

IM

The Importance of Institutions for Global Business (session 1562)

How CEO Pre-Career Overseas Experience Affects Location Choice of Cross-Border Acquisitions (WITHDRAWN)

Author: **David Weng**; Vrije U. Amsterdam
Author: **Yi Tang**; U. of hong kong

Executives' oversea experiences have been noted as valuable resources, but the channel through which such experiences affect firm international strategies is less clear. Draw on the imprinting perspective, we argue that a CEO with pre-career overseas experience would prefer to make cross-border acquisitions in countries where he or she grows up and/or receives education. We further maintain that the above relationship will be strengthened or weakened by certain boundary conditions at the CEO-, firm-, and country-levels. An analysis of a sample of U.S. public firms during 1996-2015 renders support to our arguments. Our findings provide evidence on the imprinting role of executives' pre-career experience in their strategic decisions later on.

view paper (if available)

Terrorism, Response Strategies, and Gender Diversity in Top Management Teams (WITHDRAWN)

Author: **Chang Liu**; Rutgers Business School
Author: **Dan Li**; Indiana U.

Building on the crisis management literature, we argue that multinational enterprises (MNEs) enhance information control to improve their assessment of host country terrorist incidents, and increase their levels of within-country geographic diversification to mitigate the negative impact of terrorist incidents. Further, MNEs' likelihood of using information control and within-country geographic diversification in response to host country terrorist attacks is influenced by the cognitive frame diversity of their top management teams (TMTs). Drawing on TMT diversity and cognition research, we propose that TMT cognitive frame diversity is a function of TMT gender diversity. Subsequently, MNEs' likelihood of information control and within-country geographic diversification in response to host

Copy Me if You Can? Surviving Institutional Voids Through Business Model Evolution in Africa (WITHDRAWN)

Author: **Augustine Awuah Peprah**; U. of Professional Studies, Accra
Author: **Claudio Giachetti**; U. Ca' Foscari of Venice
Author: **Marcus Møller Larsen**; Copenhagen Business School
Author: **Tazeeb Rajwani**; U. of Surrey

The question of how a firm's business model evolves in an institutionally voided environment still deserves research attention in the business model literature. Bridging the institutional-based view of strategy and interorganizational imitation literature, this study examines how a firm's business model evolves in an institutionally voided environment in a developing economy. Using a qualitative data on Jumia—an e-commerce giant in Africa, our results suggest that the business model of a firm enfolded by significant institutional voids evolves through the following: first, the firm intentionally seeks to learn vicariously by imitating a successful firm's business model template. Second, because of the substantial impact of the institutional voids, the intentional pure imitation of the business model template of the successful firm becomes impossible and therefore, the firm begins to modify various components of the imitated business model template through experiential learning that blends the business model imitation process with innovation. Based on our finding, we propose a business model evolution process-model we called "imitate-but-modify", that explains how a firm's business model evolves in four unique stages in institutionally voided environments in developing economies. Implication on theory and practice of this finding are discussed.

view paper (if available)

Institutional Diversity and Internationalization of Emerging Market Firms

Author: **Arpit Raswant**; Lancaster U.
Author: **Chinmay Pattnaik**; U. Of Sydney

In this paper, we argue that examining the attributes of subnational region where a firm is headquartered only partially explains the role of institutional development on firm internationalization. Subsequently, we contend that richer explanation

country terrorist attacks is contingent upon their TMTs' gender diversity. Using a sample of 89 Fortune US 100 companies and their foreign subsidiaries between 2005 and 2014, we find that as the severity of terrorism in a host country increases, MNEs are more likely to increase information control and within-country geographic diversification. In addition, the relationship between terrorism severity and the increase in information control is stronger for MNEs with female representation in TMT than for MNEs with all-male TMT.

view paper (if available)

How CEO Narcissism Predicts Initial-Entry and Post-Entry Speed of Internationalization

Author: Xiaoxuan Li; Macquarie Business School, Macquarie U.

Author: Yue Wang; Macquarie Business School, Macquarie U.

Author: Min-Huei Yang; Macquarie Business School

Author: Yanzhao Tang; School of Management, Xiamen U.

Building upon the perspective that narcissism is an important personality trait of CEOs, the present study examines its effect in the international business context. International operations are potentially associated with great advantages but also certain threats. Distinct from traditional incremental approach, an increasing number of firms internationalize with a higher speed than they used to do, not only the time between inception and start of internationalization but also the subsequent period one internationalization starts becomes shorter. Therefore, from a multiple perspective of internationalization speed, this research examines how IEO explains why narcissistic CEO-led firms implement their first international operations rapidly and experience a faster expansion to a great many foreign markets after the initial-stage. Using survey data collected from 248 exporting firms, and an archival measure to calculate the firms' internationalization speed, we find support for our model. These findings offer an improved understanding of CEO narcissism in an international business context, help to better understand the drivers of firms' rapid internationalization in both

on firm internationalization could be derived from understanding the relationship between the home-based operations and decisions related to internationalization. We examine location choices of firms within the highly diverse home country and argue that firm's engagement in diverse subnational regions of varying formal and informal institutional settings impact its internationalization. In addition, we assert that the effect of informal diversity experience is more noteworthy on internationalization than that of formal diversity experience. Our results indicate that firm's home-based experience in diverse regions is likely to influence its probability of engaging in international markets.

view paper (if available)

Institutional Distance, Inter-Country Relationship, and Cross-Border M&A Performance of EMNEs

Author: Xiaoxi Liu; Guanghua School of Management, Peking U.

Author: Yanming Chai; Guanghua School of Management, Peking U.

How do the country-level institutional difference and inter-country relationship influence the value creation of cross-border mergers and acquisitions (M&As) by emerging market multinational enterprises (EMNEs)? Drawing on institutional-based view, this study investigates how the regulatory distance between home and host country affects stock market reactions to cross-border M&As announcement by EMNEs, using a sample of 1083 deals from 2003-2018 by Chinese listed firms. Our findings indicate that (1) The announcement of cross-border M&As will generate positive stock market reaction for EMNE acquirers. (2) M&A direction as well as regulatory distance matters, EMNEs are more likely to achieve better stock market reaction when they acquire targets from regulatory similar countries, but will gain less cumulative abnormal returns when the targets are from more institutionally mature countries, comparing to institutionally weaker ones. (3) Inter-country relationship can mitigate the negative influence of regulatory distance. EMNEs' acquiring targets from 'One Belt One Road' (B&R) countries are more likely to bring about better stock market reactions in spite of the regulatory distance.

inception stage and post stage, and the mediation effects of international entrepreneurial orientation of the firm.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

The Influence of Protectionism on Cross-Border Acquisitions: The Importance of Legitimacy

Author: **Filip De Beule**; KU Leuven

This study investigates the impact of host country protectionism on the completion likelihood of an announced cross-border acquisition. Adopting a legitimacy perspective, I identify and test boundary conditions at the firm and national levels to study the relationship between protectionism and cross-border acquisition completion. I hypothesize that in host countries with a high level of protectionism, as reflected by the level of non-tariff barriers, cross-border acquisitions are less likely to be completed. I also propose that the relationships between protectionism and acquisition outcomes are influenced by critical host and home country's political conditions such as political constraint, political affinity and government ownership.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

MC

Agility and Project Innovation in Management Consulting Education (session 1564)

Broaden sight of physicians about organizational innovation: case study of a medical office

Author: **Jeremy Salmeron**; ISEOR

Author: **Henri Savall**; ISEOR, U. of Lyon

Author: **Renaud Petit**; U. of Franche Comté/ Iseor research center

Innovation in medical environment is well established. Physicians and medical teams are accustomed to deal with research and change about new practices or healthcare services or products. Management Science is one of the most flourish field for innovative practices but there is a gap

MED

Talking about Entrepreneurship Education (session 1565)

Talking about Entrepreneurship Education

What are they Talking about when they Talk about Entrepreneurship?

Author: **Katarina Ellborg**; School of Business and Economics, Linnaeus U.

The purpose of this research is to explore the underlying meanings students have about entrepreneurship when entering an entrepreneurship class, and to compare their (pre)understandings with the themes that, according to Gartner (1990), characterize the major issues and concerns that constitute the debate about entrepreneurship as a field of study - and thereby as

between the research carried out into companies and the way they are used in medical offices. This paper presents an innovative research carried out in a medical office with the aim of broaden sight of physicians about organizational, managerial and strategic innovations. It presents also a specific pattern of intervention research that fits with medical offices activities and strategic needs of physicians, shareholders of the company, and the staff needs in terms of improving the company effectiveness and efficiency. The intervention-research started in 2016 and it is still in progress.

[view paper \(if available\)](#)

People management and standardization. Management consulting cases of small businesses in France.

Author: **Laurent Cappelletti**; LIRSA-Cnam Paris

Author: **Florence Noguera**; U. Paul Valery, Montpellier

Author: **Jean-Michel Plane**; U. Paul Valery, Montpellier

The introduction of a standardization of human resource management (HRM) in a small private sector business (SB) is certainly challenging from a managerial point of view but certainly risky from a human point of view if certain precautions are not taken. And yet, in order to improve the efficiency of their organization and customer satisfaction, more and more small companies are adopting such an approach. Is normalizing HRM, at a time of debate on the development of managerial agility, not anachronistic? At a time when there are many standardised companies, the article examines the problem of introducing standardization in the context of SBs through the implementation of an ISO 9001-type quality approach in French notarial offices. This text is based on a vast socio-economic intervention-research programme carried out at 250 notarial offices between 2004 and 2019, using a sample of 420 notaries and 1754 employees.

[view paper \(if available\)](#)

an educational subject. The process used to identify students' (pre)understandings was photo-elicitations with 387 students. Altogether 1197 student phrasings showed that there is reason to add Cooperation as a ninth theme to Gartner's original eight, and that students focus on entrepreneurial behavior, innovation and uniqueness, rather than the more traditional value- and organization creation. The study also highlights differences between male and female students' (pre)understanding of entrepreneurship, and discusses ways to open the field for more feministic approaches. Conventional perspectives on entrepreneurship and a gender-biased entrepreneurial ideology appears to still be reflected in content and methods of entrepreneurship education. This complicates the fulfilment of student-centered learning in entrepreneurship education. The insights from this phenomenographic study have implications for how entrepreneurship education in higher education is organized and performed, and indicates that there are reasons for educators to pay attention to students' (pre)understandings.

[view paper \(if available\)](#)

The Entrepreneurial Impact Project: New Frontiers for Data-Driven Entrepreneurial Education

Author: **Bryan Fuller**; Louisiana Tech U.

Author: **J. Kirk Ring**; Louisiana Tech U.

Author: **Bao Hoang**; Louisiana Tech U.

Author: **Christopher Martin**; Louisiana Tech U.

Author: **Erin Treon**; Louisiana Tech U.

This study reports some of the initial findings of a long-term assessment of learning/curriculum development program recently initiated in a College of Business (COB) at a mid-sized University in the southern United States of America. We present information about the mission- and data-driven framework (i.e., The Entrepreneurial Impact Project--EIP) and the entrepreneurial ecosystem that has been built to support entrepreneurial education at the University. We also present the results of an empirical study showing entrepreneurial self-efficacy interacts with individual adaptability to predict entrepreneurial behavior. This both validates the measurement regime of the EIP and contributes

Project Success Criteria and Project Success Factors in Information Technology Projects

Author: **Robert Calder Cooney**; UNC Charlotte

Public and private-sector organizations make significant investments in information technology projects to enable significant business change, drive organizational efficiency and effectiveness and achieve competitive advantages. Unfortunately, many of these projects do not achieve some or all of the planned business objectives and many are outright failures. This challenge in implementing projects has led to considerable research about both what constitutes project success criteria (the dependent variable) and what are the project success factors which influence achieving a successful project outcome (the independent variables). This paper will review the current state of the literature for both project success criteria and project success factors. Based on this review of the literature, a conceptual model is proposed to predict the potential success of a project for evaluation in future research, based on an adaptation of Westerveldt's (2003) Project Excellence® model which seeks to link project success factors with project success criteria.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

to the empirical literature.

[view paper \(if available\)](#)

Is Entrepreneurship Education Only about Entrepreneurship?

Author: **Anjali Chawla**; McMaster U.

Author: **Benson Honig**; McMaster U.

An important and unexamined issue in the study of entrepreneurship education (EE) and its outcomes concerns understanding the role of students in defining the outcomes of entrepreneurship education. Drawing on the narrative interviews with 31 students of educational programs, we identify that not all students join EE programs to become entrepreneurs and many students have the objective of becoming management professionals. Students with these decision frames engage themselves in constructing their respective professional identities: entrepreneurial and managerial. Professional outcomes achieved by those students either resulted in work- professional identity integration or work- professional identity coherence violation. Students were able to enact their professional identity in the situation of work- professional identity integration and work- professional identity coherence violation triggered identity redefining and/or constructing dual identity (managerial and entrepreneurial). Based on these findings, we develop a theoretical model of students' experiences of constructing, enacting and redefining their professional identities during and after the program and contribute to the literature of entrepreneurship education and identity.

[view paper \(if available\)](#)

The Making of Innovative Entrepreneurs in Business Schools in a Resource Constrained Environment

Author: **Victor Udeozor**; Nottingham Business School, Nottingham Trent U.

Author: **David Smith**; Nottingham Business School, Nottingham Trent U.

Nurturing innovation has become a central rather

than peripheral focus of entrepreneurship education in most Business Schools in the West. Yet the link between pedagogy and innovative entrepreneurship is under-explored. Using case study approach this study explores experiential pedagogy - teaching practices consistent with experiential learning theory- in a Business School in a developing country. The finding shows that using experiential pedagogical methods in entrepreneurship education stimulates innovation learning outcomes. Specifically, student business startups and the use of practitioners strongly inspire students' attitudes and affinity for innovative entrepreneurship. The contributions to entrepreneurship education theory and implications for practice are discussed.

[view paper \(if available\)](#)

Towards a Theory of Experiential Pedagogy

Author: **Victor Udeozor**; Nottingham Business School, Nottingham Trent U.

Abstract The logic of experiential pedagogy has been inadequately explained. We present a theoretical exploration of experiential pedagogy. We position experiential pedagogy as a function of engaged-faculty and out-of-class experiences constructs. Grounded on the experiential learning theory, we present a parsimonious typology of the forms of experiential pedagogy used in entrepreneurship education. The robustness of this typology is assessed using criteria that have been proposed for evaluating classificational schemata.

[view paper \(if available\)](#)

Asynchronous

TEACHING

RESEARCH

PAPER SESSION

ASYNCHRONOUS

MH

Historical Perspectives on the Public Sector (session 1566)

OB

HR

MOC

Fostering Positive Emotions: Shifting Organizations' Cultures to Value

This session offers a series of historical explorations of the powerful role of government in business. The papers in this session include detailed historical analyses of the shifting boundary between public and private domains and the fragmented role of government in legalizing historically prohibited substances and in enabling entrepreneurial empires.

From Antagonism to Protagonism: A Historical Perspective of Legalization in an Emerging Industry

Author: **Shalini Bhawal**; U. of North Texas

Author: **Manjula S. Salimath**; U. of North Texas

We explore the legalization of the cannabis industry in the US, and point at the conflicted path through which this emerging industry has traversed. In particular, we highlight how this industry has navigated controversy to become one of the fastest growing industries in the world. The paper also offers a theoretical model that explains the role played by social movements to propel and shape early antagonism towards increasing protagonism. Evidence of the latter is seen in the form of cannabis laws passing at the state level in the US. We posit that resource mobilization and shaping effects were instrumental in laying the grounds for legalization. A detailed timeline of the legalization for over one and a half centuries (from 1840-2019) is also provided. In keeping with the theme of broadening our sight, and calls to create synergistic approaches, we integrate a historical perspective with a theoretical approach (social movement theory) to address a relatively new and under examined phenomenon in the emerging legal cannabis industry.

view paper (if available)

The Canadian Enterprise of W.H. Smith: An Analysis of Government Policy on International Operations

Author: **Thomas Buckley**; Sheffield U. Management School

Bargaining models have been the primary analytical lens for examining Host Country Government (HCG) – Multinational Enterprise (MNE) relations.

Well-Being (session 1581)

Organizations that focus upon the development of positive emotions, from the individual to the organizational culture level, improve employee well-being, engagement and attitudes, as well as experience performance payoffs by reducing employee withdrawal, burnout, absenteeism, and risky out-of-work behavior (Barsade & Gibson, 2007; Barsade & O'Neil, 2014; O'Neill & Rothbard, 2017; Tsui, 2010; 2013; Rynes et al 2012; Van Looy, 2010). Yet there are various organizational countervailing forces, such as financial pressures, geographic distance, performance pressures, and the belief that anger leads to better performance, that can prevent employees from experiencing positive emotions and enhancing them in others. In this symposia, we examine the influence of the tensions between these countervailing forces and the building of positive affect from the individual-level to the organizational level of cultures of companionate love. We also seek to provide solutions, such as "micro- moments" and gratitude, through which organizational members at all levels of the organization can help promote positive emotions and gain their associated benefits.

I Care for Others, But not at Work: Managerial Concern for Others Well-Being

Joyce Bono; U. of Florida

Thomas Bussen; U. of Florida

Distance Makes the Heart Grow Fonder: Semiconductor Culture and its Influence on Work Relationships

Olivia Amanda O'Neill; George Mason U.

Tough Love Doesn't Win: Effects of Culture of Anger & Companionate Love on Sports Team Performance

Constantinos V. Coutifaris; The Wharton School, U. of Pennsylvania

Jacob Levitt; The Wharton School, U. of Pennsylvania

Sigal Barsade; The Wharton School, U. of Pennsylvania

Bargaining models, however, provide only a limited explanation for the rich interaction between HCGs and MNEs. To better capture the complexity and nuance of firm-state interaction, this research integrates insights from New Institutional Economics into bargaining models. To illustrate the insights possible with this approach, I analyse archival data related to the operations of the British retailer W.H. Smith in Canada. The findings demonstrate how an HCG can protect a nation's sovereignty, while simultaneously being open to foreign direct investment, and the adverse effect this may have on MNEs.

[view paper \(if available\)](#)

Blending Public and Private: British Municipal Trading c. 1889-1975

Author: **Kevin D. Tennent**; U. of York

Author: **Alex Gillett**; U. of York

Author: **James Fowler**; U. of Essex

Author: **David A. Turner**; Uni of York

Municipal trading was the dominant delivery form for transport and utility services in the late nineteenth and early twentieth-century Britain and saw local authorities operate these services on a profit-making basis. This paper uses historical evidence and the ideas of contemporary theorists of municipal trading to demonstrate how these bodies formatively brought hybridity into the public sector, using blended public, corporate and market institutional orders. It demonstrates that in order to gain institutional legitimacy for municipal trading local authorities had to fall back on antecedents in the transport and infrastructure industries, notably in the turnpike trusts, canal and railway industries.

[view paper \(if available\)](#)

The Role of NASA's In-House Efforts in Shaping the Prototype of the Space Shuttle

Author: **Raja Roy**; New Jersey Institute of Technology

Author: **Curba Morris Lampert**; Florida International U.

Author: **Minyoung Kim**; U. of Kansas

Relational Investments: Daily Positive Supervisor Interactions Buffer Employees Against Setbacks

Jochen I. Menges; U. of Zurich

Lauren Christine Howe; U. of Zurich

Leander De Schutter; Rotterdam School of Management, Erasmus U.

Sarah Kern; FOM U. of the Applied Sciences

Culture of Companionate Love and State Gratitude: An EASI Perspective

Michael Lance Frazier; Creighton U.

Regina Michelle Taylor; Creighton U.

James Burnley; Creighton U.

Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

We explore the role of NASA's inhouse efforts to develop the prototype of a complex system. We uncover a nuanced process by which the inhouse skunkworks helps the parent firm overcome technological uncertainties and meet the demands of various stakeholders, including the potential lead users. Whereas prior research suggests that designing nascent products are vulnerable to supplier opportunism, our investigation reveals the skunkworks' role in mitigating such opportunism while designing the prototype of a complex system. We also find that the parent firm validated the skunkworks' designs both internally and externally to curb agency problems.

[view paper \(if available\)](#)

Asynchronous

TEACHING

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Impact of Ethical Leadership on Follower Behaviors (session 1576)

An Exploration of How Ethical Leaders Mitigate the Deviance of Dispositionally Dishonest Employees

Author: **Babatunde Ogunfowora**; Haskayne School of Business, U. of Calgary

Author: **Joshua Steven Bourdage**; U. of Calgary

Author: **Addison Maerz**; Smith School of Business, Queen's U.

Author: **Madelynn R. D. Stackhouse**; U. of North Carolina, Greensboro

Author: **Christine Chi Hye Hwang**; Wilfrid Laurier U.

There is growing consensus among behavioral ethics scholars that ethical leadership is a potent solution for addressing unethical and deviant behaviors in the workplace. However, while the evidence to date shows that ethical leadership generally reduces employee misconduct, it is not clear how ethical leaders influence those most likely to engage in misconduct – i.e., dispositionally dishonest employees (or low Honesty-Humility, HH; Ashton & Lee, 2004). Drawing on Brown et al.'s (2005) theory of ethical leadership, we test two distinct theoretical explanations: a) the moral

OB

MOC

Interpersonal Processes of Power Dynamics (session 1582)

Power is an interpersonal phenomenon. Because high-quality relationships are beneficial for the development of individuals and functioning of organizations, how to foster high-quality unequal-power relationships is an important topic to study. Drawing on the psychology literature on interpersonal relationships and power, more recent research has started to examine interpersonal processes in unequal-power relationships. This symposium presents four lines of research that use diverse methodologies and samples to explore various interpersonal processes between high-power and low-power individuals, such as prosocial behavior, expected trust, reactions to trusting behavior, self-disclosure, and controlling and autonomy-supporting behavior. This symposium aims to provide an opportunity for knowledge sharing and discussion among researchers who are interested in the interpersonal processes of power.

The Allocation of Indirect Reciprocity within a Power Hierarchy

cognitive perspective, which argues that ethical leaders reduce the unethical behaviors of low HH employees by positively shaping their moral cognitions (e.g., moral attentiveness and awareness, moral judgment, moral motivation, and moral disengagement) of low HH employees or b) the trait suppression perspective, which argues that ethical leaders simply suppress or constrain low HH employees' natural expression of unethical behavior through reinforcements. Across four studies investigating five moral cognitions, we found little support for the moral cognitive explanation. In contrast, we find evidence that ethical leaders primarily mitigate low HH employees' unethical behaviors by influencing their perceptions that deviant behaviors are not tolerated (i.e., suppressed) in the workplace. We discuss the implications of these findings.

[view paper \(if available\)](#)

The Emergence of Ethical Leadership in Rural China

Author: **An-Chih Wang**; China Europe International Business School

Author: **Jen-Her Wu**; National Sun Yat-Sen U.

Author: **Qi Li**; Xi'an Jiaotong U.

Author: **Lifang Peng**; Xiamen U.

We investigate the emergence of ethical leadership in "Taobao villages," or clusters of rural entrepreneurs, that consist of at least 100 online shops in the Taobao Marketplace within a single town and create an annual transaction volume of at least 10 million RMB (1.5 million USD). Using multi-source qualitative data, our analysis suggests that, during every phase of the development of Taobao villages, conflicts among villagers motivate bellwethers to take a moral stance on how villagers should interact with each other and to claim a moral identity by engaging in ethical actions consistent with the identity. Strengthened by other villagers' recognition and support, bellwethers' moral identity moves from one motivated by sympathy to one that involves prosocial motivations, followed by a duty orientation. This evolving moral status eventually causes villagers to claim a follower identity that further strengthens bellwethers' ethical leader status. The proposed model hence shows how

M. Ena Inesi; London Business School
Gabrielle Adams; U. of Virginia
Anurag Gupta; London Business School

The Authenticity of Power Holders' Trust

Marlon Mooijman; Jones Graduate School of Business, Rice U.

Maryam Kouchaki; Northwestern Kellogg School of Management

Self-Disclosure in Unequal-Power Dyads

Yidan Yin; U. of California, San Diego

Pamela K. Smith; U. of California, San Diego

Christopher Oveis; U. of California, San Diego

Aligning Social Hierarchy Motivation and Leader Behavior

Hun Whee Lee; The Ohio State U. Fisher College of Business

Nicholas Hays; Michigan State U.

Russell Eric Johnson; Eli Broad School of Business, Michigan State U.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

ethical leadership can emerge even in hostile competition settings.

[view paper \(if available\)](#)

**Do Servant Leaders Create Servant Followers?
Exploring Social Learning and Social Exchange
Processes**

Author: **Karryna Madison**; Monash Business School
Author: **Nathan Eva**; Monash Business School
Author: **Alexander Newman**; Deakin U.

Servant leadership researchers have continuously sought to confirm Greenleaf's oft-quoted statement that servant leaders foster servant-like behaviors in their followers. A disconnect, however, emerges between how researchers theorize this phenomenon, choosing either to focus on whether followers internalize then emulate (a social learning process) or simply reciprocate (a social exchange process) the behaviors shown by their servant leader. By highlighting the theoretical mechanisms by which servant leadership transmits its effects, the present study determines whether servant leaders influence their followers to emulate or reciprocate their behaviors. Drawing on a longitudinal survey (n = 209) and a vignette experiment (n = 158) we find that servant leaders influence their followers' helping behavior through fostering social exchange rather than social learning. In doing so, this study brings into question our current understanding as to how servant leaders foster servant-like behaviors amongst their followers. Our findings suggesting that the positive behavior displayed by followers might simply result from them reciprocating the good behavior of their leader, rather than a transformation of character, are concerning in that they suggest that servant leadership might not result in the creation of more servant leaders.

[view paper \(if available\)](#)

**Ethical Leadership and Team Ethical Outcomes:
The Roles of Team Moral Efficacy and Ethical
Climate**

Designated as a "Best Paper" for OB
Author: **Dongkyu Kim**; NEOMA Business School

Author: **Christian Vandenberghe**; HEC Montreal

In recent years, unethical conduct (e.g., Enron, Lehman Brothers, Volkswagen) has become an important issue in management; relatedly, there is growing interest regarding the nature and implications of ethical leadership. Drawing from social learning theory (Bandura, 1986; 2000), we posited that ethical leadership would positively relate to team ethical voice and organizational citizenship behavior (OCB) through team moral efficacy. Furthermore, building on social information processing theory (Salancik & Pfeffer, 1978) and the social intuitionist model (Haidt, 2001), we expected these effects to be accentuated in teams with a strong ethical climate. Using survey data from subordinates and leaders pertaining to 150 teams from the Republic of Korea Army, ethical leadership was found to indirectly relate to increased team ethical voice and OCB directed at individuals and the organization through team moral efficacy. These relationships tended to be amplified among teams with a strong ethical climate. Additionally, these findings persisted while controlling for transformational leadership, thereby highlighting the incremental value of ethical leadership for team outcomes. Theoretical and practical implications are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Leader Traits and Behavior (session 1580)

A Bandwidth-Fidelity Perspective on Leadership Styles

Author: **Marc H. Anderson**; Iowa State U.

Author: **Peter Yih-Tong Sun**; U. of Waikato

Research on leadership styles is in a state of crisis for three reasons. First, the number of distinct leadership styles is unknown, and many new styles

OB

MOC

Making Sense of Moral Ambiguity in Organizations (session 1584)

The Character Lens: A Person-Centered View of Moral Recognition

Erik G. Helzer; Johns Hopkins U.

Taya R. Cohen; Carnegie Mellon U. - Tepper School of Business

Yeonjeong Kim; Massachusetts Institute of Technology

have been suggested in the past two decades. Second, most of these styles overlap both conceptually and empirically, and the relationship among them is unclear. Third, the dimensionality of the various styles is heavily contested, and there is little theoretical guidance for how to determine the best dimensionality. In this paper we present a bandwidth-fidelity perspective on leadership styles and argue that leadership styles exist at multiple hierarchical levels, analogous to personality traits. Drawing on personality research using analogical reasoning, our model posits six levels of leadership behaviors. Our framework helps to make sense of the problematic state of affairs in leadership style research, and also charts a clear agenda for future research that will facilitate progress and enable leadership research to cumulate.

[view paper \(if available\)](#)

The Imprinting Perspective on the Origins of Leadership

Author: **YeunJoon Kim**; U. of Cambridge

Author: **Soo Min Toh**; U. of Toronto

Author: **Yingyue Luan**; U. of Cambridge

The current research offers an imprinting perspective on the origins of leadership styles by investigating the imprinting of childhood social class on directive and empowering leaderships. With multi-wave and multi-source field data from 188 leaders at a health food company in Korea, we find that leaders from low childhood social class, relative to those from high childhood social class, tend to be imprinted with a stronger motivation to control organizational resources in the workplace. The motivation in turn relates positively to directive leadership – leader behaviors that maintain tight control over organizational resources by making elaborate plans for employee activities and allocations of budget and task materials as well as closely monitoring the executions of the plans –, but negatively to empowering leadership – leader behaviors that share the control of organizational resources with employees. In addition, the availability of organizational resources moderates the mediated relationships between childhood social class, motivation to control organizational resources, and leadership, such that the leader’s

The Nature of Real-World Moral Dilemmas: Benevolence and Integrity in Moral Judgment

Alexander Kentaro Moore; U. of Chicago Booth School of business

Emma Levine; U. Of Chicago

Do Jerks Get Ahead? The Consequences of Incivility for Social Rank (WITHDRAWN)

Jessica Alynn Kennedy; Vanderbilt U.

Christine Porath; Georgetown U.

Alexandra Gerbasi; U. of Exeter Business School

Big is Bad? Judgments of Organizational Size and Corporate Ethicality

Andrea Freund; Stanford Graduate School of Business

Frank Flynn; Stanford U.

Kieran O'Connor; U. of Virginia

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

motivation to control organizational resources explains the relationship between childhood social class and the leadership behaviors only when the organization provided insufficient resources. Our research suggests childhood social class may have enduring effects on leadership styles by imprinting how leaders respond to organizational resource environments.

[view paper \(if available\)](#)

Does Socioeconomic Status Predict Affective Motivation to Lead, and Why? (WITHDRAWN)

Author: **Shani Pupco**; Smith School of Business, Queen's U.

Author: **Julian Barling**; Queen's U.

Author: **Nick Turner**; U. of Calgary

Author: **Julie Weatherhead**; U. of Calgary

Author: **A. Wren Montgomery**; Ivey Business School

What motivates people to want to become leaders? In the first study, the results of an experimental vignette study show that HR professionals use information gleaned about applicants' affective motivation to lead (but not normative motivation to lead) when making leadership selection decisions. In a second study using a socioeconomically heterogeneous sample of young Canadians (N = 466, M age = 19.02 years; 66% females), we isolate four distal factors (namely parenting quality, socioeconomic status, extraversion and neuroticism) that indirectly predict affective motivation to lead through two separate proximal factors (viz. sociometric status and self-esteem). Practical (e.g., enhancing the leadership selection process) and conceptual (e.g., understanding the process underlying why people want to become leaders) implications are discussed.

[view paper \(if available\)](#)

Paradoxes and Paradoxical Leader Behaviors: Evidence from the 35-Year Corporate Development of Haier

Author: **Liguo Xu**; School of Management, Xi'an Jiaotong U.

Author: **Ping Ping Fu**; U. of Nottingham, China

Author: **Xianjing Zheng**; School of Management, Xi'an Jiaotong U.

Author: **Yunjie Zhou**; Haier Group

Author: **Boxiang Lin**; U. of Nottingham, China

Organizations in the current highly volatile, uncertain, complex and ambiguous era (VUCA, Bennett & Lemoine, 2014) face multiple paradoxes (Smith & Lewis, 2011). How to clearly identify and effectively manage these paradoxes is a challenge for leaders. This study identified three types of paradoxes (root, driving, and derived) and their corresponding paradoxical leader behaviors (explained below) based on data collected from multiple sources from the Haier Group, the largest global household appliance manufacturer, over its 35 years development. The three types of paradoxes evolve over time and systematically promote organizational development. We also discovered paradoxical leader behaviors can be both constructive and reconstructive. Based on one leader's response and changes in the tension intensity (from weak to polarizing), we divided paradoxical leader behaviors into four categories: constructive and polarizing, constructive and weakening, reconstructive and polarizing, reconstructive and weakening. Paradoxical leader behaviors are contradictory but situational, which can help leaders effectively respond to paradoxes. Based on our findings, we generate propositions for future empirical studies.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Mediated Models of Citizenship Behavior (session 1579)

Death Awareness and Organizational Citizenship Behavior: A Moderated Mediation Model

Author: **Alexandra Jacobsen**; Central Michigan U.

Author: **Terry A Beehr**; Central Michigan U.

The purpose of this study is to develop a theoretical

OB

Moral Issues in the Workplace (session 1572)

Investigating Stability in Ethical Ideologies as Moral Personalities: Understanding Ethical Shifts

Author: **Tuheena Mukherjee**; Indian Institute of Foreign Trade, New Delhi

Author: **Ayesh Kanta Padhi**; Faculty of Management Studies, U. of Delhi

model that explains how two components of death awareness (i.e., death anxiety and death reflection) influence organizational citizenship behavior (OCB). We draw from terror-management theory (TMT) and post-traumatic growth (PTG) theory to argue prosocial motivation as an underlying mechanism for this relationship. We supplement this model by examining organizational identification (OI) as a potential moderator of the indirect relationship proposed. Data were collected from 241 employees at 3 time points over the course of 3 months. Our findings support the mediating role of prosocial motivation. Specifically, the more emotional death anxiety was negatively related to prosocial motivation, whereas the more cognitive death reflection was positively related to prosocial motivation. In turn, prosocial motivation was positively related to OCB. Interestingly, lower levels of OI were found to strengthen the indirect effect of death anxiety, but not death reflection, on OCB through prosocial motivation. These results highlight the conceptual differences between death anxiety and death reflection that have yet to be explored in the organizational literature. Further, these findings provide evidence for the relevance of assessing death awareness in the workplace.

[view paper \(if available\)](#)

A Multi-Level, Sequential Mediation Model of Union Citizenship Behavior

Author: **Liqian Yang**; Renmin U. of China

Author: **Qian Zhang**; U. of Toronto

Author: **Yanyuan Cheng**; Renmin U. of China

Author: **Yiheng Xi**; School of Labor and Human Resources, Renmin U. of China

A growing body of literature explores the effects of unions on union members' behaviors. In this study, we offered a full picture of union members' within-person psychological process via which union practices affect their members' discretionary behaviors. Specifically, we utilized cognitive-affective processing system (CAPS) and social exchange theories to explore the effect of union practices on union citizenship behaviors and the affective and cognitive mechanisms explaining such effect. Using a sample of 287 employees and managers from 30 state-owned and foreign-invested firms in China, we

Ethics Position Theory (EPT) (Forsyth, 1980) states that people have relatively stable implicit moral philosophies in terms degree of idealism and relativism. The present study hypothesizes that the complexity of a situation might lead to shift in their ethical ideologies. The level of complexity a situation poses is assessed based on centrality approach i.e. stakeholder centrality (self/other) and situational centrality (rational/emotional).The extent of shift in various ethical positions has been examined in detail in this study and individually assessed for all four Forsyth's dimensions i.e. absolutists, exceptionists, situationists and subjectivists. A 2X2 between group experiment is designed and traces the shifting patterns of 224 professionals with a mean age of 24.4 years. The results show that mobility and retention of ethical moral personalities and states that individuals tend to anchor high idealism in rational situations when it directly impacts their selves. However when the situation impacts others, there is more reliance on relativism. The study also states that when emotions are involved in situations, people tend to anchor more towards high relativism.

[view paper \(if available\)](#)

Moral Antecedents of Status Self-Misperceptions

Author: **Feng Bai**; Department of Management &Marketing, Faculty of Business, Hong Kong Polytechnic

Author: **Jin Wook Chang**; HEC Paris

Recent research has shown that individuals' self-perceptions of status can, and perhaps often, diverge from their actual status socially conferred by their groups. Status self-misperceptions, especially in the form of self-enhancement, furthermore, can evoke important consequences for individuals and groups, such as reduced efforts and task performance. Yet, it remains unclear what causes people to misperceive their own status in the group, despite a potential price in losing social acceptance and affection. Drawing on recent development in status and morality research, we theorize an individual's symbolic moral characteristics (e.g., identities and behaviors) as a crucial antecedent of status self-misperceptions, and the individual's

empirically tested a multi-level, sequential mediation model of union citizenship behavior. Our findings show that unions affect their members' citizenship behaviors via affective commitment first, and then, through the cognitive mechanism of union instrumentality. This study contributes to the literature by improving our understanding of how unions influence employees' valuable noncontractual behaviors. It gives a first attempt to unpack the "black box" of union members' citizenship behaviors by empirically examining the mediating roles of both affective and cognitive mechanisms. This study also provides theoretical guidance for stimulating the vitality and development of trade unions in Chinese enterprises.

[view paper \(if available\)](#)

Safety-Role Orientations in Response to Safety Stressors: Effects on Safety Citizenship Behavior

Author: **Dan Wang**; College of Management and Economics, Tianjin U.

Author: **Xueqing Wang**; College of Management and Economics, Tianjin U.

Author: **Mark Griffin**; Curtin U.

Author: **Ziying Wang**; College of Management and Economics, Tianjin U.

Author: **Keyao Li**; Curtin U.

Although research has thoroughly established that employees' safety citizenship behavior (SCB) is critical to workplace safety in high-risk work environments, less is known about the patterns by which safety stressors affect SCB. This study aimed to assess the mediating effects of felt responsibility and affective commitment in the relationships between safety stressors and two types of SCB, i.e. proactive and prosocial safety behaviors. In total, 408 frontline construction workers and their safety supervisors in China had their data analyzed, revealing that safety stressors had a slightly stronger negative impact on prosocial than on proactive safety behavior. Safety stressors hindered proactive and prosocial safety behaviors through differential patterns that felt responsibility (i.e. proactive safety-role orientation) mediated the relationship between safety stressors and proactive safety behavior, and affective commitment (i.e. prosocial safety-role orientation) mediated the

narcissistic personality as a moderator. Based on a multi-source survey on student friendship dyads, we find that symbolic moral identity, but not internalized moral identity, can indeed evoke status self-misperceptions, mainly in the form of self-enhancement. We, moreover, find that narcissistic individuals with high symbolic moral identity are most likely to have overly positive status self-perceptions, lending initial support to our theory.

[view paper \(if available\)](#)

Moral Foundations and Attitudes Toward Informal Paid Time-Off Accommodations

Author: **Yeong-hyun Hong**; U. of Alabama

Author: **Michael Thomas Ford**; U. of Alabama

The question of which individual and contextual differences influence employee's attitudes toward paid time-off policy has rarely been addressed in the literature. Drawing on moral foundations theory (Haidt & Graham, 2007), this paper examined how individual differences of moral foundations and situational factors that align with the moral foundations collectively impact employees' attitudes toward providing paid time-off accommodations. Scenario-design experiments in Study 1 and Study 2 demonstrated that factors that vary in their alignment with care, fairness, and respect for authority foundations influence employee's attitude toward paid time-off provisions. Furthermore, individualizing moral foundations at the between-individual level strengthened the positive effect of care-triggering situations on employee attitude toward paid time-off. Study 3 investigated an archival dataset of 7,963 respondents and showed that individuals' political self-identity, which is aligned with individualizing moral foundations, is associated with attitudes toward paid time-off.

[view paper \(if available\)](#)

I Feel Morally Elevated by My Organization's CSR, So I Contribute to It

Author: **Corentin Hericher**; UCLouvain

Author: **Flore Bridoux**; Erasmus U.

Author: **Nicolas Raineri**; NEOMA Business School

relationship between safety stressors and prosocial safety behavior. Given the distinct ways by which proactive and prosocial safety behaviors can be impacted, practical interventions should be targeted towards managers' training, which should provide a supportive work environment that enables employees' communication and promotes understanding regarding their responsibility and commitment towards organizational safety.

[view paper \(if available\)](#)

When and Why Will the Political Perception of Employee Foster OCB? A 3- Way Moderated Mediation Model

Author: **Jiaojiao Qu**; Taiyuan U. Of Technology
Author: **Yongxing Guo**; Hebei U. of Technology
Author: **Xia Cao**; Shanxi U. of Finance and Economics
Author: **Man Cao**; Nanjing U.
Author: **Ling Ma**; Hebei U. of Technology
Author: **Lixiao Hao**; Hebei U. of Technology

The influence of organizational politics on organizational citizenship behavior (OCB) has been controversy. Based on impression management theory integrating the perspective of self-monitoring and time, we build up a three-way moderated mediation model to explore their complex relationship. With a large sample of 2,596 employees from various industries and areas in China, our results reveal that perceiving high level of organizational politics will elicit employee's impression management motivation, in turn, induce OCB; this linkage is most salient among tenured high self-monitors. Our findings indicate that organizational politics may lead to employee's altruistic behavior (i.e., OCB) through their self-serving motivation (i.e., impression management motivation), this indirect effect is also contingent on one's self-monitoring evolving over time, implying the dynamic nature of such relationship. We then discuss the theoretical and managerial implications, as well as future research directions.

[view paper \(if available\)](#)

While the recent research addressing the micro-foundations of corporate social responsibility (CSR) has often built on the theory of deontic justice to explain why employees care about their organization's CSR, the mechanisms underlying this deontic justice path have not yet been examined. To address this gap, we study moral elevation – an other-directed moral emotion that, according to deontic justice theory, could help us understand better why employees may react positively to their organization's CSR even when this CSR does not offer employees any instrumental or relational benefits. We hypothesize that moral elevation will help explain why CSR targeted at a secondary (as opposed to primary) stakeholder translates into organizational citizenship behavior supporting this CSR. We also examine a boundary condition to this mediation effect as we expect that the deontic justice path will be stronger when employees perceive their organizational identity orientation to match its CSR towards secondary stakeholders. We tested our moderated mediation model with data collected from 298 full-time employees, using a three-wave longitudinal design. Overall, by identifying moral elevation as a mechanism underlying the deontic justice path, our research provides empirical support for the deontic argument that employees care about CSR because CSR is the moral thing to do. Our work also supports the existence of a virtuous circle whereby an organization's initial investments in CSR targeted at a secondary stakeholder generate larger benefits for this secondary stakeholder because they bring employees to contribute to this CSR, thereby benefiting this stakeholder beyond the initial investments.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Paradoxes of Social Networks (session 1573)

Empowering or Burdening? The Short-Lived Benefits and Costs of Upward Networking at Work

Author: **Song Wang**; Zhejiang U.

Author: **Kun Luan**; China U. of Petroleum

Author: **Xin Qin**; National Sun Yat-Sen U.

Research on social networking has primarily focused the long-term consequences of upward networking on actors (e.g., Higgins & Kram, 2001; Lankau & Scandura, 2002), and upward networking has been furthermore found to be uniformly beneficial for actors in the long term. However, we have limited knowledge of in what ways upward networking impacts actors in the short term or immediately. Drawing upon conservation of resources theory, we focus particularly on upward networking – the pursuit of social ties with leaders in support of task and professional goals, and have developed a dual-pathway model that simultaneously examines the immediate benefits and costs of upward networking for employees on a daily basis. In Study 1, we have developed and validated a reliable scale of upward networking using 6 separate samples. In Study 2, utilizing a time-lagged experience sampling methodology across 82 employees who completed twice-daily surveys for 10 consecutive workdays, we examined the immediate effect of daily upward networking on work engagement through a resource gain of perceived impact and a resource loss of ego depletion. We found that the strength of the relationships between daily upward networking and its positive and negative outcomes was moderated by employees' trait of self-control. Specifically, employees higher in self-control experienced greater impact after engaging in upward networking while those lower in self-control experienced greater ego depletion. Overall, the current study suggests the complex two faces of upward networking, empowering and burdening, on employees' immediate work outcomes.

[view paper \(if available\)](#)

OB

Pro-Organizational Unethical Behaviors (session 1571)

The Curse of Loyalty: Cultural Interdependence and Support for Pro-Organizational Corruption

Author: **Priyanka D. Joshi**; San Francisco State U.

Author: **Nathanael Fast**; U. of Southern California

Author: **Peter H. Kim**; U. of Southern California

Corruption thrives when individuals fail to take actions to stop it. We draw on research on culture and social roles to illuminate when and why interdependence leads to corruption. Three studies indicate that cultural interdependence creates social and psychological conditions that foster corruption. Interdependent cultures emphasize norms associated with benevolence and intra-group benefit and, as a result, individuals in interdependent cultures are less likely than others to speak up against pro-organizational corruption. In Study 1, analysis of an archival dataset of NCAA violations reveals that a culture of interdependence at universities was associated with reduced monitoring of deviance and greater group level violations, which further predicted deviance severity. In Study 2, we demonstrate the mediating role of social role expectation of group members on lower punishment of pro-organizational corrupt behavior. Finally, In Study 3, we use experimental methods to test the proposed mechanism. Consistent with our theoretical model, interdependence leads to greater protection of an unethical group member, but only when the unethical behavior met role expectations of benevolence. Implications for research on the culture, roles, and corruption is discussed.

[view paper \(if available\)](#)

Moral Overconfidence: Immoral Actors' Meta-Perceptions are Moderately Inaccurate and Overly Positive

Author: **Jeffrey Martin Lees**; Harvard Business School

“Managing Errors” in the Perception of Workplace Social Networks: The Case of Workplace Cooperation

Author: **Patrizia Vecchi**; U. of Cambridge

Exchanging help with one’s coworkers is essential to survive the demands and pressures of modern organizational life. But individuals have a limited amount of resources to trade for others and thus necessitate to identify reliable exchange partners with whom the exchange can be beneficial. At the same time, individuals have reputations for cooperation to protect that they need to consider in deciding whether and to what extent they should make themselves and their resources available to colleagues. I argue that these evaluations are informed by the structure of the informal exchanges as the individual perceives it, and I examine the consequences of perceptions that over- versus under-estimate the presence of ties within the structure. I argue that the costs of these two errors are asymmetrical such as for certain outcomes one error is more costly than the other. In particular, I argue that errors of underestimation are more costly in terms of status and reputation as an exchange partner, and that which type of error is more costly for job performance depends on the level of resource dependence of the individual. Overall, this work points to a thus far unrecognized source of advantage in network perceptions: the asymmetric costs of alternative errors. I conclude with a discussion of the theoretical implications of this new line of research and its practical implications.

[view paper \(if available\)](#)

The Connector’s Paradox: Revisiting the Social Psychological Value of Connecting in Social Networks

Author: **Michael Hahn**; Stanford

For years, many network theorists have argued that connecting (previously unacquainted) people in one’s social network comes at a structural disadvantage to ego: connecting closes holes in the

Author: **Liane Young**; Boston College
Author: **Adam Waytz**; Northwestern Kellogg School of Management

Across two actor and four observer samples we assess actor-observer asymmetries and judgment accuracy in contexts of immoral behavior. We examine the motives immoral actors ascribe to their own behavior, whether immoral actors can accurately predict the moral motive attributions third-party observers will make of their behavior (meta- perception), and the extent to which observers can accurately predict the self-reported motives of immoral actors (observer-accuracy). Using a direct approach where we solicit written instances of immoral behavior and accompanying motives and meta-motives, then provide those accounts to separate samples of observers, we find that immoral actors have low levels of meta-perceptive accuracy, whereas observers exhibit low to moderate levels of accuracy in judging the self-reported motives of immoral actors. Actors also exhibit a pattern of meta-perceptive inaccuracy we dub moral overconfidence: they systematically overestimate the positive attributions and underestimate the negative attributions that are made of them and their behavior. Further componential analyses of judgment accuracy reveal several trait moderators of accuracy among actors and observers.

[view paper \(if available\)](#)

Paved with Good Intentions: Self-Regulation Breakdown After Altruistic Ethical Transgressions

Author: **Xin Lucy Liu**; Columbia Business School
Author: **Hongyu Zhang**; Central U. of Finance and Economics
Author: **Jackson Lu**; MIT Sloan School of Management

Unethical pro-organizational behavior (UPB) is the unethical behavior driven by intention to help the organization. Among the first attempts to examine its consequences, we argue that such behavior may induce failure in self-regulation, and thus ironically lead to more counter-productive work behavior (CWB). Building on self-regulation theory, we theorize that breakdown in moral standards,

social structure, which may lead to the emergence of dense and cohesive/homogenous networks around ego, often associated with increased informational redundancy, reduced access to novel information, and a loss of control benefits. Instead of connecting, network theorists and business strategists often advise to network, which I define here as the building and developing of new ties by ego. Networking not only expands ego's network; it may also diversify it if the new contact is non-redundant. Unlike connecting, which closes structural holes around ego, networking can lead to the creation of new structural holes, resulting in immediate brokerage benefits. Here, I advance a social psychological critique of this structural de-emphasis of connecting in network theory, by suggesting that the structural payoff difference which networking might provide (compared to connecting) is offset by the social psychological rewards which connecting might provide (compared to networking): unlike networking, perceived by many as instrumentally motivated and strategic behavior which is solely carried out for personal gain and professional advancement, connecting might be seen as more authentic, cooperative, and communal behavior – a signal of generosity and altruism – resulting in the rewarding of higher social status. I propose that the social psychological rewards of connecting are causally linked to downstream structural benefits: connectors, due to being seen in a more positive light, will experience higher levels of direct, as well as indirect reciprocation by alters and social observers. My main thesis, called “The Connector’s Paradox”, states that there is a hidden structural value in connecting/closing social structures: the withholding of immediate structural rewards by the connector comes to be associated with social psychological rewards which in turn might mediate the mid-to long-term structural payoffs which connectors will accrue. Paradoxically, the closing of local social structures might – over time – lead to their very opening: connecting triggers more future network exchanges than networking, resulting in the potential expansion, and diversification of connectors’ social networks, *ceteris paribus*. As such, the Connector’s Paradox might not only be a social mechanism through which cooperation in networks (i.e., connecting) becomes sustainable, and, ultimately, rational; it might also be key to understanding how social psychological and

monitoring and discipline are the three key mechanisms that explain the linkage from UPB to CWB. A two-week experience sampling study among 90 hairstylists (Study 1) and a scenario experiment of 126 MBAs (Study 2) supported our model. In sum, transgressions committed with the intentions to help an organization may nonetheless put the organization down “the road to hell”.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

structural processes in networks dynamically interrelate.

[view paper \(if available\)](#)

Where the Boss Sits Matters: Work Interactions Among Employees and Physical Proximity in the Office

Designated as a “Best Paper” for OB

Author: **Ramon Lecuona Torras**; Duke U.

Author: **Jonathon N. Cummings**; Duke U.

This paper examines how work-related interactions between employees are shaped by two elements of the formal organizational structure: office space design and hierarchical relationships. We exploit the relocation of the headquarters of a multi-national company that made quasi-random assignment of employees to desks. We conduct a field study around this event and examine the mechanisms by which physical proximity to bosses shapes the interaction patterns of 141 employees. Consistent with prior work, we find that employees whose desks are in close proximity tend to interact more frequently and argue that they are more aware of each other, more inclined to become socialized in their location, and experience more opportunities to interact. We also find that the physical location of bosses shapes the interactions of employees. On one hand, due to monitoring, we find that when employees sit near their bosses they are less likely to engage in work-related interactions with others in the office. On the other hand, due to transitivity in relationships, we find that employees tend to interact more frequently with others located in close proximity to their bosses. We elaborate on the implications of our findings for the literatures on physical space, social networks, and organizational design.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

OB

MOC

Psychological Contracts (session 1574)

When and Why Psychological Contract Overfulfillment is Not Appreciated (WITHDRAWN)

Author: Yuen Lam Bavik; Deakin U.

Author: Kawon Kim; Hong Kong Polytechnic U.

This study advances research on psychological contract by examining social dominance orientation as a boundary condition that influences employees' cognitive and affective responses to psychological contract overfulfillment. Drawing on social projection theory, we propose that psychological contract overfulfillment increases employee gratitude through attribution to employer prosocial motive, particularly among employees low in social dominance orientation. We testify our predictions in the context of individualized employment relationships. Data from exploratory interviews, a field survey study, and an experiment provide support for our predictions. This research contributes to the psychological contract literature by illuminating the psychological processes and outcomes associated with the positive end of psychological contract fulfillment. The findings also provide important managerial insights by highlighting the feature of power inequality in employment relationships and the role of ideology in shaping employee reactions to psychological contract appraisal.

view paper (if available)

Ups and Downs of Organizational Commitment: Psychological Contract Breach Absence and Accumulation

Author: Samantha D. Hansen; U. of Toronto

Author: Yannick Griep; Radboud U., Netherlands

This study examined the dynamic nature of organizational commitment (OC) using latent class growth modeling to better understand the complex relations among psychological contract (PC) breach (its absence and accumulation), OC, and performance. We used time-sensitive methods and analyses to overcome limitations associated with traditional methods used in the PC literature. We surveyed 164 Belgian employees and their supervisors for 10 consecutive weeks, resulting in

HR

Rethinking Employment Relations in the New World of Work: A Psychological Contract Perspective (session 1585)

In the new world of work, employers are increasingly favoring flexible work arrangements in order to minimize labor costs, and technological advancements are also making it easier for corporate employers to pursue efficiency and productivity at the expense of humanness in the workplace. As such, more workers are faced with new challenges in their employment relations, especially regarding how to make sense of their relationships and mutual obligations with the organization and then act accordingly. Against this backdrop, our symposium seeks to shed new light on issues of employee-organization relationship in the new world of work, particularly taking a psychological contract perspective. Conceptual and empirical studies in this symposium aim to advance our understanding of psychological contracts in relation to workplace changes, technological disruptions, individual emotions, and identity in the new world of work. Specifically, these studies highlight the potential influence of new technology (e.g., integration of artificial intelligence into the workplace) on the development of psychological contract currencies, the implications of different types of psychological contracts for human experience at work (e.g., in terms of emotional regulation and authentic self-expression), and possible ways for organizations to enrich employment relations in today's workplace (e.g., through expressed gratitude, organization-sponsored causes).

Will AI Make Human Work More Meaningful or Make Humans Obsolete? AI and Psychological Contract

Sarah Bankins; Macquarie U.

Paul Formosa; Macquarie U.

Costs of Becoming Less Human: Psychological Contract and Emotional Regulation

Ki-Won Haan; Carnegie Mellon U. - Tepper School of Business

1117 observations. We found five theoretically relevant OC trajectories for employees who experienced PC breach: Continuous Decline, Positive Accommodation, Re-Commitment, Sustained Commitment, and Continuous Elevation. In contrast, we found two for employees who did not experience PC breach: Sustained Commitment and Continuous Elevation. The highest levels of PC breach accumulation were characterized by Continuous Decline, whereas the lowest were characterized by Positive Accommodation or Re-Commitment. Moreover, employees who demonstrated Continuous Decline had the lowest supervisor-rated performance and OCB, and the highest CWB. In contrast, those who demonstrated Sustained OC or Continuous Elevation, regardless of PC breach accumulation, had the highest performance and OCB, and the lowest CWB. Our findings challenge implicit assumptions in the PC literature, underscoring the importance of temporal research.

view paper (if available)

The Affective Processes Underlying Event-Based Psychological Contract Breach and Fulfillment

Author: **Tina Kiefer**; Warwick Business School

Author: **Neil Conway**; Royal Holloway, U. of London

Author: **Rob B. Briner**; Queen Mary U. of London

Psychological contract research has focused on entity-based psychological contract fulfillment (i.e., a generalized evaluation reflecting the degree to which the organization has typically upheld its perceived obligations). Integrating attribution and appraisal theories of emotions, we argue that examining psychological contracts from an event-based perspective (i.e., specific instances of broken or fulfilled promises) can reveal important processes that are distinct from an entity-perspective. Using a daily diary study with event sampling, we find that broken and fulfilled promises are associated with disparate attributions. In turn, breach elicited negative emotions, which prompted negative mood and counterproductive behaviors whereas fulfillment elicited positive emotions, which prompted positive mood and citizenship behaviors. Importantly, broken and fulfilled promises aggregated to influence downstream entity perceptions of psychological contract fulfillment via mood. Theoretical contributions include the

Chen Zhang; Tsinghua U.

Julia Lee Cunningham; U. of Michigan

What Gratitude Brings to Organization: Receiving Gratitude and Psychological Contract

Boram Do; Yonsei U.

Claire Huang; Tsinghua U. School of Economics and Management

Julia Lee Cunningham; U. of Michigan

Paul Isaac Green; U. of Texas at Austin

Just "Good" Enough: Organizational Identification and the Ideological Psychological Contract

John Byron Bingham; Brigham Young U.

Hilary M. Hendricks; U. of Michigan

Gabby Cunningham; U. of Oxford

Lisa Schurer Lambert; Oklahoma State U.

Asynchronous

PRACTICE

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

importance of (a) distinguishing between event/entity psychological contracts (b) acknowledging distinctions between broken/fulfilled promises, (c) examining emotions as a pivotal mechanism underlying event-based processes, and (d) acknowledging the influence of everyday broken and fulfilled promises on entity-based psychological contract fulfillment. Practical contributions include the importance of effectively managing psychological contracts on an everyday basis and ensuring that employees perceive that the organization does not breach and also fulfills its promises.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

OB

Social Perspectives on Burnout (session 1575)

Job Demands and Burnout: A Three-Way Multi-level Model of Boundary Conditions

Author: **Aldijana Bunjak**; U. of St. Gallen

Author: **Matej Cerne**; U. of Ljubljana

Author: **Noemi Nagy**; Kalaidos U. of Applied Sciences

Author: **Heike Bruch**; U. of St. Gallen

Burnout is an ever-pressing matter in contemporary workspaces. The current research investigates the relation of job demands to burnout and the extent that this relationship is moderated by unit collective trust and firm competitive pressure via a multi-level analysis of 5485 workers in 2872 units in 89 firms in Germany. A three-level model of three-way cross-level interactions is used in which employees are nested within units, which in turn are nested within firms. The study findings revealed that job demands were positively related to burnout at the individual level, whereas unit-level collective trust moderated the link between job demands and burnout. Moreover, results supported a three-way interaction among job demands, collective trust and

OB

Team Boundary Spanning (session 1577)

How Team Boundary Spanning is Most Effective

Author: **Ulrich Leicht-Deobald**; U. of St. Gallen

Author: **Julia Backmann**; U. College Dublin

Author: **Thomas Arend De Vries**; U. of Groningen, Faculty of Economics and Business

Author: **Matthias Weiss**; Ruhr-U. Bochum

Author: **Sebastian Hohmann**; Justus-Liebig-U. Giessen

Author: **Frank H. Walter**; Justus-Liebig U. Giessen

Author: **Gerben S. Van Der Vegt**; U. of Groningen

Existing research suggests that boundary spanning can greatly advance team performance; yet, realizing boundary spanning's benefits is notoriously difficult. Our meta-analysis develops and empirically examines a conceptual framework of contingency factors to explain how boundary spanning is most likely to be effective for a team. Drawing from a configural perspective, we derive moderators of the team boundary spanning-team performance link based on different configuration of team boundary spanning (including the type, target, and primary carrier of boundary spanning). Synthesizing four decades of empirical research and meta-analyzing

competitive pressure for the three levels in the study (individuals, units, firms): High levels of collective trust at the unit level were able to mitigate the positive relationship between job demands and burnout at the individual level. Results also suggested that burnout was the lowest in the condition of high job demands, high collective trust, and low competitive pressure. The nuances of the interplay among employee job demands, collective trust, and firm-level competitive pressure in predicting burnout are discussed, contributing to shaping a multi-level organizational context preventing the occurrence of employee burnout. Keywords: job demands, collective trust, competitive pressure, burnout, multi-level analysis

[view paper \(if available\)](#)

Burnout as Social Information: Coworkers' Burnout and Individual Employees' Work Performance

Author: **Catherine K. Lam**; City U. of Hong Kong
Author: **Wing Lam**; Hong Kong Polytechnic U.
Author: **Ziguang Chen**; City U. of Hong Kong
Author: **Jeanne Fu**; Hang Seng U. of Hong Kong
Author: **Raymond Law**; Hang Seng U. of Hong Kong

Previous research suggests that individual employees tend to catch burnout from their coworkers and thus perform less satisfactorily. This primitive burnout contagion mechanism, however, cannot explain why some individuals may take pre-emptive actions to defend the potentially adverse influence of coworkers' burnout on themselves. We therefore go beyond the contagion view adopted in prior studies and advance knowledge by proposing a resource signaling perspective to understand the relationship between coworkers' burnout and employees' performance. We theorize that coworkers' burnout acts as a social cue that guides focal individuals in regard to how much effort they should put into their work in order to keep up with a high level of work performance. Two independent studies (Study 1: cross-sectional data; Study 2: three-wave data collection) support this new perspective. Results from Study 1 revealed that coworkers' burnout was negatively related to work performance for employees with lower levels of self-motivational resources when most (rather than a

71 primary studies (comprising 9,197 teams with more than 56,000 members), we find support for our conceptual framework in these configurational aspects to either strengthen (i.e., target of boundary spanning outside one's organization, team members as carriers of boundary spanning activities) or counteract (i.e., boundary spanning activities that are exclusionary toward external stakeholders) the positive effect of boundary spanning on team performance. These findings contribute to theory development on boundary spanning in teams by demonstrating how team boundary spanning can be implemented to be most effective.

[view paper \(if available\)](#)

On the Role of Network Structures in the Effectiveness of Boundary-Spanning Activity in Work Teams

Author: **Liliane Furtado**; U. Federal Fluminense
Author: **Filipe Sobral**; EBAPE/FGV

With the prevalence of team-based organizational structures, researchers have devoted considerable effort to figure out what makes teams effective. In this vein, boundary spanning activity – a set of team processes through which teams establish linkages and manage interactions with external parties – has been demonstrated to be a key determinant of team effectiveness. As a complement to previous research that has revealed the beneficial impact of boundary-spanning activity on team performance, this research addresses contingencies that drive the effects of boundary-spanning activity on performance. Specifically, following previous research showing the relevance of social network perspective in understanding team processes and effectiveness, this study addresses the role of social network structures, namely, spanners' network centrality and network connectivity, in the relationship between boundary-spanning activity and team performance. We empirically tested our hypothesis with data collected from 70 nursing teams. The results indicated that the level of connectivity augmented while spanners' centrality mitigated the beneficial impact of boundary-spanning activity on performance. The current findings point to the need to explore network concepts into boundary-spanning research.

few) coworkers experience similarly high levels of burnout (i.e., burnout signal consistency). This negative relationship was buffered when either burnout consistency was lower or self-motivational resource was higher. Furthermore, Study 2 showed that this conditional linkage between coworkers' burnout and performance was mediated by the work effort invested by focal employees. This resource signaling model remained significant even after controlling for the burnout contagion mechanism across both studies.

[view paper \(if available\)](#)

Coping with Interpersonal Stressors: A Meta-Analysis

Author: **Ying Zhang**; U. of hong kong

Author: **Yiwen Zhang**; U. of hong kong

Author: **Cangyan Li**; U. of hong kong

This meta-analysis examines the coping strategies employees adopt to deal with interpersonal stressors and how these strategies in turn relate to work and personal outcomes. We refer to the newly established taxonomy of promotion- and prevention-focused coping and extend this framework from coping with challenge and hindrance stressors to coping with interpersonal stressors. The term interpersonal stressor is broad, capturing situations in which one or more coworkers intentionally harm or isolate another coworker, taxing his/her personal resources. Typical examples include bullying, abuse, incivility, harassment, social exclusion, and ostracism. To better illustrate the relationships among interpersonal stressors, coping, and work and individual outcomes, we tested two meta-analytic models. The first model was based on our original meta-analysis, which included those studies that explicitly indicated that coping strategies were adopted to deal with interpersonal stressors. In total, 88 effect sizes were drawn from 27,433 employees. The second model incorporated data from existing meta-analysis on coping with work stressors in general. Through treating challenge and hindrance stressors as exogenous variables and controlling for their influences, we tested the unique effects of interpersonal stressors. The results converge to show that interpersonal stressors evoke

[view paper \(if available\)](#)

The Curvilinear Relationship Between Team Member Boundary Spanning Differentiation and Creativity (WITHDRAWN)

Designated as a "Best Paper" for OB

Author: **Jin Yao**; Xi'an Jiaotong U.

Author: **Jie Feng**; Rutgers U.

Author: **Xinmei Liu**; Xi'an Jiaotong U.

The positive effects of team boundary spanning on multiple team outcomes have been documented in the past decades, however, the influence of boundary spanning differentiation on team outcomes, especially creativity, has not yet been explored. Moreover, not all members may necessarily engage in boundary spanning, and involvement in boundary-spanning behavior may vary greatly within teams. The exclusive focus on the mean-level investigation of team boundary-spanning behaviors neglects the differentiation within a team that may contribute to team outcomes such as creativity. In this study, we integrate Categorization-Elaboration Model (CEM) and the information sharing literature to propose an inverted U-shaped relationship between team member boundary spanning differentiation and creativity which is mediated by information sharing. We also posit that team goal interdependence moderates the curvilinear relationship between team member boundary spanning differentiation and information sharing. Making use of survey data from a sample of 66 teams, we received general support for our hypotheses. Lastly, we discuss the implications of when and how team member boundary spanning differentiation affects team creativity

[view paper \(if available\)](#)

Supervisors' Negative Reaction to Subordinate Boundary Spanning Behavior: A Self-Protection View

Author: **Junjie WEI**; School of management, Zhejiang U.

Author: **Qiongjing Hu**; Zhejiang U.

Author: **Xiaoyun Xie**; Zhejiang U.

While team member boundary spanning behavior

both promotion-focused and prevention-focused coping, and such self-regulatory coping strategies serve as important intervening mechanisms to explain the effects of interpersonal stressors on job performance, job attitude, physical well-being, and psychological well-being.

[view paper \(if available\)](#)

Is It Worth It? The Effect of Perceived Social Impact on Job Burnout

Author: **Alim J. Beveridge**; U. of Nottingham, China

This paper presents the results of an empirical study showing that perceived social impact, the perception that one's work positively impacts others, has negative relationships with the experience of exhaustion and disengagement, the two core dimension of job burnout, and that these relationships are moderated by employees' prosocial values. The findings indicate that perceived social impact is an important internal resource that can have a positive impact on employees' experience of their work and their well-being.

[view paper \(if available\)](#)

Asynchronous

[RESEARCH](#) [PAPER SESSION](#) [ASYNCHRONOUS](#)

contributes substantially to team effectiveness, supervisors may not necessarily welcome such discretionary behavior. Drawing on self-protection theory, this paper examines how and when subordinate boundary spanning behavior may engender supervisor perceived status threat and the subsequent abusive supervisory behavior. Using a scenario-based experiment (Study 1) and a multisource two-wave field study (Study 2), we found that subordinate boundary spanning behavior is positively related to supervisor perceived status threat when supervisor has low rather than high managerial self-efficacy. Furthermore, the results indicated that supervisor perceived status threat provokes subsequent abusive supervisory behavior. These findings enable us to have a more comprehensive understanding of the social consequence of team member boundary spanning behavior, especially the negative reaction from the supervisor.

[view paper \(if available\)](#)

Asynchronous

[RESEARCH](#) [ASYNCHRONOUS](#) [PAPER SESSION](#)

OB

Temporal Effects on Performance and Work-Life Balance (session 1578)

Leadership Styles and Polychronicity: Impact on Work-Home Boundaries and Life Satisfaction

Author: **Rakesh Mittal**; New York Institute of Technology

Author: **Joshua Bienstock**; New York Institute of Technology

Building upon leadership literature and boundary theory, this study examined how the transformational and transactional leadership

OB

RM

The Neuroscience of Decision Making in Organizations (session 1586)

The purpose of this symposium is to call organizational researchers' attention to the importance and possibilities of exploring the neural basis of organizational decision-making. A key role of managers is decision-making as noted by Henry Mintzberg (1979) who described managers as engaging in three primary activities: leadership, informational, and decision-making. Thomas

behaviors and polychronicity impact the boundaries we maintain around our work and home domains. Polychronicity refers to an individual's preference for doing several things at a time. Survey data was collected from 419 participants and analyzed through PLS-SEM modeling. Results showed that employees who were high in polychronicity, as well as those whose supervisors exhibited transactional leadership, had relatively weak boundaries around their work and home. Individuals high in polychronicity were seen to have higher life satisfaction. Transformational leadership of the supervisor was found to be positively associated with life satisfaction of the employee. Further, weak boundaries at work were positively associated with life satisfaction. Theoretical and practical implications of the results are discussed.

[view paper \(if available\)](#)

Bridging Temporal Divides: Temporal Brokerage in Global Teams and Individual Performance

Author: **Julija Mell**; Rotterdam School of Management, Erasmus U.

Author: **Sujin Jang**; INSEAD

Author: **Sen Chai**; ESSEC Business School

Temporal dispersion is an important characteristic of global teams, as members of such teams are often distributed across multiple time zones. This paper introduces the construct of temporal brokerage, which we define as being in a position within a team's temporal structure that bridges subgroups who have little or no temporal overlap with each other. Although temporal brokerage is not a formal role, we argue that occupying such a position makes an individual more likely to take on more coordination work than other members on the team. We suggest that while engaging in such coordination work has advantages in the form of greater learning, it also comes with costs in the form of increased effort relative to other members. We further argue that the increased learning and effort that result from occupying a position of temporal brokerage have implications that go beyond the boundaries of the focal team, spilling over into other tasks the individual is engaged in. Specifically, we predict that being in a position of temporal brokerage on global teams decreases the quantity

Davenport (2009) commented on the frequency of poor decision-making among managers and organizations in spite of an abundance of research on decision-making, decision-making models, and recommendations on how managers should make decisions. Davenport attributed a major cause of poor decision-making to a lack of insight into the individual decision-making process by stating: "Information goes in, decisions come out — and who knows what happens in between?" (p. 117). Davenport asserted that a focus on the mental processes of managerial decision-making and unpacking the black box of the mind can contribute to understanding and improving the decision-making process. Neuroscience research provides approaches to facilitate this effort.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

but increases the quality of an individual's work outside the focal team project. We find general support for these predictions across two studies comprising 8,914 individuals participating in global student project teams and 190,660 individuals participating in global academic research teams, respectively. The framework and findings presented in this paper contribute to theories of global teamwork, temporal dispersion, and the effect of team structures on individual outcomes.

[view paper \(if available\)](#)

Enrichment Between Leisure and Work via Psychological Resources: A Daily Diary

Author: **Ciara Kelly**; U. of Sheffield Management School

Author: **John Arnold**; Loughborough U.

Author: **Chris Stride**; U. of Sheffield

Although leisure is an increasingly valued life domain among employees, it has received little attention in the enrichment and work-life interface literature. This paper seeks to address the lack of work in this area by examining the enriching effects of leisure on work performance. We distinguish between different approaches an individual may take to their leisure activity by considering the effects of both serious and casual leisure. Drawing on enrichment theory, we examine whether day-level episodes of serious and casual leisure improve work performance through generating resources, specifically self-efficacy and positive affect. We collected daily survey data from 86 employees from a range of occupations over 10 working days. Results obtained via multilevel path analyses models supported our hypothesis that time spent on serious leisure predicted work performance on the following day via its effects on self-efficacy. In contrast, time spent in casual leisure did not have enriching effects on next-day work performance. These findings indicate that leisure is an influential non-work activity for work-life enrichment and highlight the importance of considering individuals' approach to the pursuit of leisure when examining its effect on the work domain.

[view paper \(if available\)](#)

**Effects of Failure on Self-Efficacy and Self-Set goals
Over Time: The Role of Max/Min Goal Standards**

Author: **Jacobus Alkema**; Rotterdam School of Management, Erasmus U.

Author: **Steffen R. Giessner**; Rotterdam School of Management, Erasmus U.

For managers, one of their main concerns is enabling continued motivation within subordinates, for which goal-setting provides one of the most valid and practical strategies at their disposal (Locke & Latham, 1990; 2002). When employees experience continued success (i.e. reach their goals), this positively impacts outcomes beyond higher levels of performance, such as higher self-efficacy (Bandura, 1991). But what happens with these beliefs when people are constantly failing to achieve their goals? How should managers go about setting performance goals that do not lower the subordinates' self-efficacy beliefs, yet simultaneously consider the mechanisms of goal specificity and difficulty that underlie the positive behavioural outcomes as put forward by goal-setting theory? The current research aims to provide a dynamic perspective on the effects of ongoing failure within individuals on self-goal setting and their efficacy beliefs development. By considering a theoretical framework of minimal and maximal goal standards (Giessner et al., 2018), we further show how framing such goals can influence this process by showing that maximal (versus minimal) goals can buffer against these expected negative consequences of not achieving a goal. As a result, we thirdly provide managerial recommendations of how to make use of (maximal) goal standards in organizational settings.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB
MOC

**Understanding Workplace Gossip:
Novel Antecedents, Consequences,**

OCIS

**Adoption and Use of IT to Generate
Value (session 1589)**

and Functions of Gossip at Work (session 1583)

When Gossip is Selfish: The Role of Competitive Climate and Perceived Illegitimacy of Own Position

Elena Martinescu; Vrije U. Amsterdam

Closer to Colleagues but Further from a Promotion: How Gossip Shapes Affective and Cognitive Trust

Kevin Nanakdewa; Nanyang Technological U.
Xi Zou; Nanyang Business School

Gossip as a Coping Mechanism for Supervisory Injustice

Noriko Tan; National U. of Singapore
Jingxian Yao; National U. of Singapore

Triadic Relations Analysis of Gossiping Behavior at Work

Man-Nok Wong; Hong Kong Baptist U. / Lingnan College, Sun Yat-Sen U.

Triadic Effects of Gossip: Gossip Receivers' Target-focused Emotions as Mediators

Yun Bai; Xi'an Jiaotong U.
Fuli Li; Xi'an Jiaotong U.

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

Institutional Complexity and Recombinative Innovation: Evidence from Hybrid Social Ventures

Designated as a "Best Paper" for OCIS

Author: Sophia Fu; Rutgers U.

Prior research has produced competing findings regarding the influence of institutional complexity on hybrid organizations. Although some organizations blend multiple logics well for positive innovation, others may experience extensive conflict that results in crises, failures, and even organizational demise. To address this puzzle, this research examines when and how the dialectical tensions that emerge from multiple institutional logics yield organizational innovation. Integrating the institutional logics perspective and recombination-based innovation framework, this research investigates how a hybridity of social and market logics influence innovation outcomes for social ventures. Program officers from three foundations assessed the novelty and quality of social innovation ideas reported in survey responses from 318 nascent nonprofit organizations, social enterprises, and benefit corporations in the United States. Structural equation modeling results provided support for the mediated moderation model proposed in this research. The degree of (in)compatibility and centrality of social and market logics interact with each other to determine the novelty and quality of social innovations. Moreover, an organization's entrepreneurial orientation fully mediates the relationship between institutional complexity and organization innovation. This study advances research on organizational innovation, hybrid organizing, institutional complexity, and entrepreneurship. It also has important practical implications for nonprofit leaders and social entrepreneurs.

[view paper \(if available\)](#)

How Do Knowledge Workers with Flexible Jobs Manage Constant Connectivity? An Affordance Perspective

Author: Farveh Farivar; U. of Tasmania

Author: Farjam Eshraghian; U. of Westminster

Author: Najmeh Hafezieh; Royal Holloway U. of

London

Knowledge workers' use of digital technologies and enactment of constant connectivity has been regarded an issue causing interruptions of their work. Such interruptions or distractions from work have been argued to have not only negative impacts but also some benefits to work. In this paper, we qualitatively studied how the use of different forms of digital communication technologies can have the outcomes specified in the extant literature. Drawing upon the concept of affordances, we have found that individual (self-efficacy) and organisational factors (nature of work, perception of Internet use policies, and organisational norms) play a role in the ways that knowledge workers perceive connectivity. We found that participants' perception of connectivity lead to attentive or preventive reactions to digital technologies.

[view paper \(if available\)](#)

Digital Anxiety in the Organization: Consequences and Mitigating Factors (WITHDRAWN)

Author: **Sebastian Firk**; U. of Groningen

Author: **Yannik Gehrke**; U. of Goettingen

Author: **Michael Wolff**; U. of Goettingen

While digital transformation pressures firms to realize the potentials of digital technologies, employees face high uncertainty regarding their future employment. This uncertainty may lead to digital anxiety among employees, which endangers the progress of digital transformation. Based on a large survey, we provide empirical evidence that digital anxiety indeed reduces work engagement and the outcome expectations of using digital technologies. However, we also reveal several factors that counteract these transformation barriers and reduce digital anxiety among employees. Specifically, we find significant negative relationships between digital trainings, the involvement in digital projects, as well as a transformational leadership style and digital anxiety. Taken together, this paper provides insights into the immense task of digital transformation by pointing to the crucial role of digital anxiety.

[view paper \(if available\)](#)

**Smartphone Addiction and Job Performance:
Exploring Mediation of Information Overload and
Work-Related Flow**

Author: **Marvin Dadischeck**; Alliance Manchester Business School, U. of Manchester

Author: **Masakatsu Ono**; Alliance Manchester Business School

In exchange for the convenience, an increasing number of people have been addicted to their smartphones and facing severe impairments of their performance in different life domains, including work. Organisations cannot ignore the potentially detrimental effects of smartphone addiction on employee job performance. It seems imperative to empirically investigate this relationship, which helps organisations ensure the expected productivity gains as a result of effective digitalisation strategies. Therefore, to get a fundamental understanding of the effects of smartphone addiction on job performance, based on a cross-sectional sample of 220 employees, the current research explores potential mechanisms through which the addiction-performance link operates. Hypothesised structural equation models revealed that smartphone addiction is weakly negatively associated with employee job performance and work-flow as well as it is strongly positively related to information overload. In addition, the findings provide clear evidence to suggest that information overload (36.6 % variance explained) partially mediates the negative effect of smartphone addiction on job performance (33.7% variance explained). In contrast, the indirect effects of flow at work were non-significant. The theoretical significance of the findings and subsequent practical implications are discussed along with limitations and further directions for future research.

[view paper \(if available\)](#)

**Measuring the Effect of Digitalization Efforts on
Bank Performance**

Author: **Johannes Kriebel**; U. of Muenster

Author: **Jörn Debener**; U. of Muenster

There is an ongoing debate on whether and under which circumstances digitalization can increase company performance (IT profitability paradox). Digitalization is of particular importance to banks. The debate to date suffers from a lack of structured reported information on digitalization efforts. As our main contribution, we suggest a new measure of these efforts in banks by applying text mining methods to exploit unstructured information from annual reports. We confirm this approach by showing that it predicts a substitution of personnel expenses with non-personnel expenses within banks and further predicts banks' IT patenting activity. Assessing the sentiment of reporting on digitalization, banks that report in a positive context, in fact, have a higher subsequent performance. This hints towards explanations for the IT profitability paradox linked to organizational capabilities.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OCIS

RM

What are We Talking About? Natural Language Processing in Organizations (session 1590)

Text is a rich and naturally-occurring source of data throughout all organizations, but it is not trivial to analyze - it is high-dimensional, sparse, and context-dependent. Each presenter focuses on building scaleable and interpretable models of how people communicate inside organizations. Across all four examples in this symposium, natural language processing is employed to directly observe the contents of organizational communication, and suggest simple conversational interventions that might support the broader goals of the organization. The topic of each of the presentations concerns an interpersonal communication challenge of central interest to OB scholars, such as feedback, team work, and reputation management. Each presentation offers a novel application from a suite of modern advances in natural language processing, including open-source software implementations that can be used to replicate our methods in other

ODC

Managing in Disruptive and Change-Intensity Context (session 1591)

Organizational Post-Traumatic Growth: Thriving After Adversity

Designated as a "Best Paper" for ODC

Author: **Benjamin Nathan Alexander**; California Polytechnic State U.

Author: **Bruce Greenbaum**; California Polytechnic State U., San Luis Obispo

Author: **A.B. Rami Shani**; California Polytechnic State U.

Author: **Yoram Mitki**; Ruppin Academic Center

Many organizations experience traumatic events over the course of their history which result in the disruption of key organizational activities. This research explores the phenomena of organizational trauma and organizational post-traumatic growth (OPTG). While some organizations never recover their prior level of well-being, others surpass their pre-trauma state. This research draws on a rich case to explore how an organization was traumatized by a substantial theft committed by an important

domains. Each work considers the managerial implications of natural language processing by drawing on a distinct theoretical framework for the goals of communication in each domain. This allows our work, as a whole, to outline a scope of what is possible in future applications of these natural language processing in organizational research.

Corporate Seers: Discursive Prescience and Firm Stock Returns

Paul Vicinanza; Stanford Graduate School of Business

Predicting Leadership Perceptions with Representations from Large-Scale Natural Language Data

Sudeep Bhatia; U. of Pennsylvania

Emotional Accommodation: Women and the Give-and-Take of Emotions in the Workplace

Sanaz Mobasseri; Boston U. Questrom School of Business

Concreteness, Concretely: Advice for Advisors

Michael Yeomans; Harvard Business School

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

leader and emerged transformed and stronger in the trauma's aftermath. In examining this case, we extend individual-level trauma research to the organizational level and offer a framework for future OPTG research. The framework can have implications for future OD research as well as serving as a meaningful guideline for OD practitioners managing change or organizational transformation.

view paper (if available)

Coping, Not Chocking under Pressure: Leadership Reactions and Support during a Terrorist Attack

Author: Synnove Nesse; Centre for Applied Research, Norwegian School of Economics NHH

Organizational crises, especially extreme ones that involve threat to survival and multiple deaths, are deeply psychologically challenging leadership situations. Yet to date, research has focused on how leaders effectively manage crises, without much regard to managing leaders' own crisis reactions. This study was carried out in the crisis management facilities at the headquarters of a multinational energy corporation while a terrorist attack was ongoing in one of its subsidiaries. I was present as a researcher and consulting psychologist, and this study is based on observations, interviews, conversations and support sessions with leaders while the crisis was unfolding. The unique data provide insights in to how leaders react (displaying stress arousal, basic, and complex emotional reactions) and how they seek support through different coping strategies (including through self-regulation, peer and expert support). I use an acceptance and commitment framework to present a three- phase model (acceptance, psychological flexibility, and commitment) for creating a holding environment for leaders in supporting them in coping, not chocking, under the pressure of managing a crisis.

view paper (if available)

Evolution of emotion-related practices in the context of radical change

Author: **Sandra Krisberga-Sinigo**; Cranfield School of Management

The purpose of this systematic review is to summarize what is known on how emotions and routines influence the organisational change process and to contribute to deeper understanding why change occurs insufficiently. Although, organizations need to know how emotions influence behaviour and social processes and how routines shape the way organisations adapt to changing environments, what we know remains fragmented. The findings of this study's systematic literature review reveal that little research has been conducted on how emotions relate to organisational processes and routines. We document the state of the art and develop a process view of how organisations can manage individuals' emotions and emotional expression and we explain how insufficient change results. Directions for future research are suggested.

[view paper \(if available\)](#)

The straining effect of the psychological resource depletion process in change-intensity context

Author: **Kevin J. Johnson**; HEC Montreal

Author: **Patrick Michel Groulx**; HEC Montreal

We propose and test a dynamic approach towards personal resource depletion cycles in a change-intensity context. Building on the theoretical foundation of the conservation of resources theory, we investigate the process by which a change-intensity context (frequency, impact and extent of change) exerts a straining effect, conceptualized as change-saturation, on individuals personal resources. In addition, we identify contextualized resources allowing employees to adapt to these multiple environmental demands by demonstrating the moderation effect of psychological capital. In total, 347 respondents of a health care organization participated a time lagged-study providing support to our moderated-mediation dynamic model of resource depletion.

[view paper \(if available\)](#)

OMT

Categories: Effects on Firms' Outcomes (session 1600)**"Category Thickness": Descriptive and Evaluative Ambiguities as Determinants of Strategic Category (WITHDRAWN)**Author: **Arnaud Cudennec**; HEC Paris

Research in market categories and in social evaluations underline that market actors use categories as strategic tools and that strategic categorization implies a certain degree of categorical ambiguity. While research on categories have mostly focused on the ambiguity regarding the category's meaning, or the "descriptive ambiguity", an overlooked dimension explaining strategic categorization is the ambiguity regarding the category's valence, or the "evaluative ambiguity". In philosophy, the categories that mix descriptive and evaluative ambiguities are called "thick", as opposed to "thin" that are either purely descriptive or purely evaluative. This conceptual paper studies how the combination of descriptive and evaluative ambiguities explains producers' strategic category affiliation. In doing so, it offers contributions in research on market categories and social evaluations.

[view paper \(if available\)](#)

A Contingency Model of The Effectiveness of Impression Management TacticsAuthor: **Helena Pinto De Sousa**; IE Business SchoolAuthor: **Martina Montauti**; IE Business SchoolAuthor: **Luis Diestre**; IE Business School

This paper proposes a contingency model showing the effectiveness of two types of impression management tactics when implemented in market categories with differing degrees of categorical stigma. Specifically, we investigate ego centric tactics (those that center on member specific information) and alter centric tactics (those that use information about others), and explore the mechanisms –

OMT

Interorganizational Relations: Collaborations and Political Influence Across Boundaries (session 1601)**Inter-State Political Risk, Types of Political Ties, and International Joint Ventures (WITHDRAWN)**Author: **JungYun Han**; National Taiwan U.Author: **Xiaowei Luo**; INSEAD

Inter-state political conflict is an importance source of political risks that can deter firms' cross-border collaborations. While prior research has shown how business leaders' political ties can help firms access information and state-controlled resources, little is known about whether and how such political ties at home country can help firms cope with inter-state political risk. We differentiate two types of political ties, business leaders' social ties and family ties with government officials. We argue that social ties can alleviate the negative impact of inter-state political risk by helping the firms to navigate regulatory uncertainties, whereas family ties may worsen the negative impact by associating the firms with the state and tarnishing their legitimacy as viable foreign partners. We find support in the setting of Korean business groups' entry into China through joint ventures during 1990-2005. Our study contributes to the literature on political risks and corporate political ties by differentiating ties based on the nature of the relationship and revealing their different effects in coping with inter-state political risk.

[view paper \(if available\)](#)

Corporate Financialization and Executive InterlocksAuthor: **Colin Birkhead**; Duke U.

The financialization of US corporations has been well studied over the past decade. These accounts describe the accumulation of financial assets as a

related to the risk of perceived manipulation – that determine their effectiveness under environments characterized by different levels of stigma. Using a large dataset covering the US food retail industry between 2006 and 2015, we find that ego centric tactics are more effective when implemented in categories that exhibit low rather than high levels of stigma. Conversely, we find that alter centric tactics are more effective in highly stigmatized categories, as opposed to categories displaying low levels of stigma. Our study highlights the strategic role of impression management in aiding category members to instrumentally position themselves in the competitive space and contributes to the research debates on impression management in contested settings and stigma management strategies.

[view paper \(if available\)](#)

Category-Featuring Names and Analyst Reactions to Corporate Environmental Actions

Author: Xiaoyu Zhou; ShanghaiTech U.

Author: Xiyi Yang; ShanghaiTech U.

Author: Yichuan Hu; Chinese U. of Hong Kong

Author: Haoyuan Ding; Shanghai U. of Finance and Economics

In this study, we develop a novel mechanism through which nonconforming organizations can survive and thrive. Building on recent developments in categories literature, we propose that audiences' category taken-for-grantedness, evoked by firms' category-featuring names, opens strategic opportunities for firms to escape from audiences' illegitimate discounts and even retain audiences' enhanced valuation. We test our predictions using security analysts' reactions to Chinese public firms' environmental actions between 2008 and 2014. Our findings demonstrate that a firm's explicit feature in its name that shaped by historical categorization can have profound impacts on analysts' legitimacy and value judgments of contemporary corporate behaviors.

[view paper \(if available\)](#)

ubiquitous trend that touched all corners of organization populations. What is unknown, however, is how inter-organizational relations contributed to corporate financialization. Traditional theories afforded by research on board interlocks and isomorphism would suggest that focal firms financialized similarly as their interlocks. But more recent research suggests that a focal firm's number of executive interlocks and the financial homogeneity of its board also played important roles in its financialization. My examination of S&P 1500 firms from 1996 to 2014 yields three important findings: First, focal firms indeed tended to financialize similarly to their interlocks, but (second) the financial homogeneity of those interlocks exacerbated their effects on the financialization of the focal firm. And third, boards seats filled by a greater proportion of executive directors limited the extent of the focal firm's financialization.

[view paper \(if available\)](#)

Soft Power Strategies: The Non-Market Interactions of Corporations and Governments (WITHDRAWN)

Author: Michael John Gill; U. of Oxford

Resource dependence theory and the field of strategy have drawn attention to corporations use of political action—attempts to shape government decision making in ways favorable to the firm. Yet scant attention has been paid to political action as a process, through which both corporations and governments participate and interact. Utilising recently declassified archival files, we develop an historical case study of how the U.K. government interacted with Moody's and Standard & Poor's to secure the highest possible credit rating in 1978, despite receiving an International Monetary Fund bailout two years earlier. Drawing on this case, we develop a process model to offer the first explanation of why and how governments pursue political action to influence corporations. By attending to how corporations and governments interact, we elaborate the unobtrusive function of soft power that has received limited attention in resource dependence theory and been overlooked in corporate political action.

Asynchronous

ASYNCHRONOUS

PAPER SESSION

view paper (if available)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

OMT

Leadership and CEO Action (session 1596)

Responsible Leadership: An Emergentist Perspective

Author: **Elina Meliou**; Aston Business School

Author: **Mustafa Ozbilgin**; Brunel U.

Author: **Tim Edwards**; Cardiff U.

We studied the situated nature of the emergence of responsible leadership. Drawing on an emergentist perspective (Elder-Vass, 2005, 2008; Lawson, 2012), our analysis of observational and interview data in three organizations shows how responsible leadership emerges as participants' 'shared concerns', which are embedded in existing relations that give meaning to what is responsible and possible. In contrast to previous research, we show how relationality, in addition to individual moral duty, shape the emergence of responsible leadership. Our qualitative study shows how practical forms of responsible leadership emerge from four distinct types of shared and nested concerns of the study participants. We contribute to the theory on the emergence of responsible leadership by unpacking how the socio- relational context shapes leadership responsibility.

view paper (if available)

Follow Him or Her? CEO Gender and Inter-Organizational Imitation of Strategic Investments

Author: **Abhinav Gupta**; U. of Washington, Seattle

Author: **Aparna Joshi**; Penn State Smeal College of Business

Research suggests that organizations within an industry tend to imitate each other's actions to alleviate uncertainty around strategic investments, and, in this process, focal firms are likelier to imitate

OMT

Legitimation Processes: Paradox, Innovation, and Knowledge Exchange (session 1595)

The Process of Repairing Organizational Legitimacy

Author: **Iris Seidemann**; U. of Hamburg

This paper aims to explain the persistent legitimacy loss of a highly institutionalized organization by analyzing the process of failing legitimacy repair. Therefore, I reconstruct the prominent case of the State Office of Health and Social Affairs (LAGeSo) in Berlin, which became a symbol of authority failure during the 'German refugee crisis' in 2015. My findings show that whereas media triggers the organization to take action by attributing a need for change of the legitimacy object, they at the same time perceive the actual effects of these changes as an impediment of legitimacy repair. Using a paradox lens, I argue that these tensions of restructuring, cooperation and communication originate from the duality of legitimacy object and subject and are rendered salient through media's paradoxical cognition. This contributes to our understanding of legitimacy repair in at least two ways: first, the revelation of a potential paradoxical downward spiral of legitimacy repair challenges the assumption that strategies of legitimacy repair mechanically produce desired outcomes; second, the paper contributes to the process perspective on legitimacy by revealing the fluid nature of the object of legitimacy, demanding for a more complex and dynamic lens when analyzing legitimacy processes.

view paper (if available)

Org. Legitimation in a Polarized Media Landscape: The Role of Robust Org. Impression Management

some referent firms rather than others based on the social structural attributes of the referent firm. We extend this prior research to argue that the imitability of referent firms' strategic actions will also be determined by the gender of the CEOs leading those firms. Based on significant domains in gender research, we formulate competing predictions about the role of CEO gender in driving inter-organizational imitation: gender serves as either a discounting or distinctiveness-based cue. We further posit focal CEO's political ideology – on the conservatism-liberalism continuum – as the reconciliatory boundary condition for resolving these two competing predictions. We test these ideas using a large, longitudinal sample of S&P 1500 firms during 1994-2017. Our findings provide generalized support for the discounting-based mechanism in focal firms' imitation of referent firms' advertising and R&D investments, suggesting that, all else equal, male CEOs' actions are imitated at higher rates, but also indicate that liberal-leaning focal CEOs may tend toward distinctiveness-cue, imitating female CEO- led firms at higher rates than their conservative-leaning counterparts.

[view paper \(if available\)](#)

Broadening our Sight of Leadership Relationships: Moving from Dyads to Triads

Author: **Zahira Jaser**; U. of Sussex Business School

In studying social relations, going from dyads to triads has the greatest impact on relational dynamics than any other change in group size. Yet triads are an underutilized unit of analysis in the appraisal of leadership relationships. This paper proposes that triads are a leadership configuration on their own right, which magnifies three leadership relational dynamics otherwise under- emphasized in dyads, groups or networks. These triadic leadership phenomena are: the role co-enactment (where the same person is concurrently a leader and a follower); the mediation of leadership (where one individual brokers leadership across triad constituents); and the skip-level relationships (where two constituents can form coalitions cutting through reporting lines). By utilizing main triadic theories and research this paper analyses these phenomena and their relevance for organizations, proposing

Author: **Dorothee Maria Winkler**; U. of Zurich

Author: **Florian Ueberbacher**; U. of Zurich

Author: **Andreas Georg Scherer**; 13093

We conducted a longitudinal case study about the United States (U.S.) electronic vehicle manufacturer Tesla and its spokesperson Elon Musk to investigate how organizations can maintain organizational legitimacy through organizational impression management among a heterogeneous audience, as exemplified by the ideologically polarized U.S. media landscape. We uncovered that Tesla's spokesperson, Elon Musk, mobilized two different types of what we refer to as 'robust organizational impression management' (i.e., chameleon and diplomacy strategies). The 'chameleon strategy' portrays Tesla as ideologically open and appeals to different, highly polarized audience demands, while the 'diplomacy strategy' places Tesla in a diplomatic role that serves to de-polarize how the audience views the organization. Together, these strategies enabled Musk to both retain Tesla's good relations with the leftwing media and to simultaneously reduce its illegitimacy among the rightwing media outlets. In this way, Tesla maintained its legitimacy among a highly heterogeneous audience. Our study contributes to the literatures on organizational legitimation, organizational impression management, robust action, and political ideology.

[view paper \(if available\)](#)

Reframing Sequences and Revising Spaces

Author: **Dennis Van Kampen**; Vrije U. Amsterdam

Author: **Fleur Deken**; Vrije U. Amsterdam

Author: **Hans Berends**; Vrije U. Amsterdam

Author: **Rangapriya Kannan-Narasimhan**; U. of San Diego

We study how corporate innovators develop their frames over time to legitimize their innovations for internal and external audiences. Existing literature has focused on either internally or externally legitimizing innovations but not on how these processes interact. This interaction is important, however, as innovators often depend on diverse audiences simultaneously. By following four corporate ventures at a healthcare incumbent firm, we find that the initial frame and the sequence of

four theoretical types of triads, along the assumptions of formality (vertical vs horizontal), and symmetry of relationships (between leader and follower). The contribution to leadership theory is multiple because the triadic phenomena and the triads typology broaden our understanding of leadership away from heroic views onto more pragmatic and context-dependent ones. This paper offers practical insights of leadership as an adaptive activity, where the roles of leader and follower are interconnected, and effectiveness is centered on the capacity to shift roles according to the flow of influence.

[view paper \(if available\)](#)

The Cultural and Commercial Production of Leadership

Author: **Eric Guthey**; Copenhagen Business School

Author: **Nicole Ferry**; City U. of Seattle

Scholars have long criticized the commercialization of leadership, leadership education, and leadership development—some to distinguish what they consider legitimate research and practice from mass-market “bullshit,” others to characterize the whole notion of leadership as an ideological ruse or empty signifier. But neither critique rests on an adequate foundation of theory or empirical research regarding the actors, institutions, and industries that drive and profit from the commercialization of leadership. We therefore draw from the production of culture literature, Pierre Bourdieu’s sociology of cultural fields, Roger Friedland’s critique of Bourdieu, and our own work on leadership fashions to develop a theoretical framework fit to explore the cultural and commercial production of concepts, discourses, products and services via the leadership industries. A deeper understanding of the competitive and industrial dynamics behind these industries promises to contribute fresh perspectives on the proliferation of so many approaches to leadership; on the industrialized production rather than just the social construction of those approaches; on the continued predominance of romanticized and individualized prescriptions over against more sociologically nuanced theories of relational and collective leadership; and on the central role that scholars themselves play in the

frames determine whether internal and external legitimacy is gained and maintained over time. We found that it was particularly effective to initially emphasize novelty by framing an innovation as distinctive, because that created the most space for revising frames in the future. Familiarity frames, instead, constrained innovators because they inhibited innovators’ space to reframe their innovations and address emerging legitimacy threats. This illuminates that framing to gain and maintain internal and external legitimacy depended not only on innovators’ initial frames but also on the subsequent sequence of frames over time. For corporate innovators this indicates that they mostly benefit from emphasizing the novelty of their innovations as this enables them to address emerging legitimacy crises over time and maintain the legitimacy they previously acquired. We discuss implications for literature on framing and legitimacy.

[view paper \(if available\)](#)

Knowledge Leakage and Institutional Legitimacy in Competitive Dynamics

Author: **Geoffrey Borchhardt**; Yale School of Management

Author: **Balazs Kovacs**; Yale School of Management

Author: **Michelle Rogan**; Imperial College Business School

Interorganizational ties are ubiquitous and connect businesses to other organizations within their field as well as up- or downstream organizations such as patent prosecutors. In interacting with such parties, companies often must provide knowledge that lies at the core of their competitive advantage to receive the best service possible. Organizations might, thus, be inclined to avoid working with service providers via which indirect links to competitors are created, out of fear of knowledge leakage. However, we argue that forces of legitimation by association with reputable service providers, or even competitors, can counteract fear of knowledge leakage. At higher levels of connectedness to competitors, the selecting organization’s fear of knowledge leakage starts taking over and attenuates the probability of choice again. We test our theory studying patent prosecution in the field of computer technologies and find initial support for our proposition

leadership industries, and in the production and reproduction of leadership.

[view paper \(if available\)](#)

Configuring Interdependence: How Leaders Deal with Multiple Paradoxical Demands

Author: **Chris Moos**; U. of Oxford

Author: **Michael Smets**; U. of Oxford

Author: **Pegram Harrison**; European Business School London

Author: **Jonathan Schad**; King's College London

Recent management research has surfaced how today's organizational leaders experience a multitude of interconnected, yet persistently opposing demands in their work. Several literatures are conceptualizing these tensions and the need to reconcile them as ambidexterity, institutional pluralism or paradox. Common to all of them is the overwhelming tendency to conceptualise these tensions as operating between pairs of competing imperatives. However, many organizations operate in multipolar environments, requiring leaders to manage tensions between more than two demands. Drawing from a dataset that includes in-depth interviews with 42 Directors and CEOs of British National Museums, we inductively develop a framework of how senior British museum leaders dynamically engage culture, corporate and community demands to obtain economic resources, reach communities, and elevate the cultural relevance of their museums. Counter-intuitively, our data suggests that introducing a third demand may in fact ease tensions between coexisting elements and help leaders construct conflicting elements as interdependent. Through showing how leaders configure this interdependence, we make three contributions. First, by moving beyond duality, we show how considering more than two elements in a tension can be interdependent in a contradictory yet mutually constitutive manner. This contributes to a more realistic appreciation of the nature of interdependence, and the challenge of leading organizations in complex systems. Second, we direct attention to the relational and multifaceted nature of the poles of paradoxes. This provides a richer understanding of how poles of paradoxes, and tensions between them, are constructed and

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

managed. Finally, we extend our existing understanding of the outcomes of the management of interdependence. This points towards a more holistic understanding of how transcendence can be created within the context of complex, multi-elemental tensions.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Nascent Organizations: Markets, Eco-Systems, and Expansion (session 1597)

Shared Values and Social Value Creation in a Nascent Organization

Author: **Henri Schildt**; Aalto U. School of Business

Author: **Farah Kodeih**; IESEG School of Management

Author: **Emma Sandström**; Aalto U. School of Business

Author: **Jukka-Pekka Heikkilä**; Aalto U. School of Business

We address a central gap in our understanding of social entrepreneurship by scrutinizing the processes through which nascent organizations create social innovation—new practices that create social value to beneficiaries. More specifically, our study examines the role that shared values play in a nascent social organization’s efforts to conceive, develop, and deliver social value. Our inductive analysis highlights how the purported social value emerged from organizational leadership’s initial vision that committed the organization to provide specific value to beneficiaries that motivated the development of related organizational practices. Initially, members of the organization formed negative value judgments, as they perceived the practices and outcomes to be misaligned with members’ salient values. Members’ judgments concerning social and private value shifted despite organizational practices remaining largely unchanged, as their salient shared values shifted

OMT

New and Disruptive Technology: Implications for Judgment, Voice, and Practice (session 1599)

Organizing the Wisdom of Crowds: How Wikipedia Helps to Theorize and Legitimize the Blockchain

Author: **Tino Schoellhorn**; U. of Mannheim / Germany

Author: **Achim Oberg**; U. of Hamburg

Many new community-based organizations rely on the assumption that platform technology can aggregate judgements of their members into results which are better than individual judgements. This “wisdom of crowds” effect is typically explained by stochastic effects which erase individual psychological biases. We deviate from this psychic-stochastic explanation by highlighting the relevance of organizing and technology: When applying a sociological institutionalism perspective on knowledge production, it becomes clear that institutionalized processes like typification, abstraction, legitimation, and objectification are mechanisms of organizing everyday knowledge in communities that go beyond stochastic effects. When distinguishing technological layers of platforms, the relevance of organizing principles for specialization, variation, and generalization becomes visible. How everyday knowledge production and technological layers are intertwined is demonstrated by analyzing Wikipedia in general and the development of “Blockchain” on Wikipedia in particular. We reconstruct how a dynamic semantic

from other-directed caring to reciprocal communality and personal achievement. Our study contributes by theorizing social value and elaborating how shared values amongst organizational members influence how social organizations develop.

[view paper \(if available\)](#)

The Role of Translation in the Formation of a Field: The Case of a Startup Ecosystem (WITHDRAWN)

Author: **Sara Ekberg**; Griffith Business School, Griffith U.

Author: **A. Paul Spee**; U. of Queensland

Author: **Anna Saies Jenkins**; U. of Queensland

How does the process of translation shape the formation of a field? While previous studies focused on the influence of top-down forces shaping the process of translation, few studies highlighted how translation processes shape the formation of institutions. By studying the emergence of a startup ecosystem, a manifestation of an institutional field; this paper theorizes the micro-processes and dynamics of field formation. We pay particular heed to, and advance the process of translation as the formation of a field is marked by a lack of stability, clearly defined roles and rules. This paper extends the translation literature, by elaborating on different types of 'translation work' and how these shift as the field forms and develops. Lastly, this paper contributes a better understanding of the roles of carriers in the translation processes, an area that is understudied to date.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

network of legitimizing and de-legitimizing concepts evolves around Blockchain. There we observe how Bitcoin, which is surrounded by stigmatizing concepts, is generalized to Blockchain, which is free of stigma and becomes embedded into various knowledge domains. The empirical example demonstrates that platforms which support theorization processes can aggregate individual judgements to "wiser" results. With this research, we deepen the understanding of relational theorizing by highlighting the importance of legitimation and stigmatization within institutional analysis. Additionally, we revive the application of institutional analyses in the domain of technology studies.

[view paper \(if available\)](#)

Direct Versus Indirect Vendor Channels and the Scaling of Worker Voice Around Digital Technologies

Author: **Jenna E. Myers**; MIT Sloan School of Management

In this longitudinal, qualitative study, I follow the use of a digital production monitoring system in a manufacturing firm to study mechanisms for worker voice in the context of digital, networked technologies. As a complement to studies that situate mechanisms for worker voice in the relationship between workers and employers, I draw four conclusions regarding worker voice around these new technologies sometimes referred to as "Industry 4.0." First, worker voice can meaningfully occur long after the initial design and deployment phases of new technologies. Second, the effectiveness of worker voice may depend on the type of channel that exists between workers and third-party vendors. In particular, direct versus indirect vendor channels for worker voice can shape the practices by which workers draw attention to problems between the technology and the workflow, speak for the benefit of a key user, and pose technology solutions. Third, when workers have direct vendor channels, they can more effectively use voice practices to achieve worker-centric technological capabilities—improvements that expand the control of workers, including reducing surveillance and increasing worker access

to data. Finally, new worker-centric technological capabilities can be quickly and broadly distributed by the vendor across the field of firms using the technology.

[view paper \(if available\)](#)

Uncertainty as Generated Through Social Practices in Biotechnology Entrepreneuring

Author: **Irina Liuberté**; ISM U. of Management and Economics

Author: **Miriam Feuls**; Copenhagen Business School

In this paper, we extend the research on entrepreneurial uncertainty by applying a practice lens, and analyzing how uncertainty is generated in entrepreneuring practices. Contrary to the established notion of uncertainty as a characteristic of environment or as an individual knowledge problem, we analyze uncertainty as a social phenomenon and a part of social entrepreneuring practices. We draw on the entrepreneurship as practice approach and analyze how practices of creating “proof of concept”—the feasibility of a new technology— generate uncertainty, and how entrepreneurial firms organize in response to this uncertainty in order to break the tension that surrounds the creation of a “proof of concept”. Based on a comprehensive study of a large biotechnology firm and the network of entrepreneurial firms that are their partners or potential collaborators, we demonstrate how uncertainty manifests through contrasting understanding of time and knowing.

[view paper \(if available\)](#)

Reinventing Dominance: Temporal Work in Processes of an Incumbent’s Self-Disruption

Author: **Joakim Hans Netz**; Jönköping U.

Author: **Patrick Reinmoeller**; IMD

Seminal literature has shown how disruptive technology can be a cause for the demise of established firms and pointed out that new entrants—unencumbered by history—move quickly and disrupt industries, whereas incumbents run out of

time because they are pinned down by their past. We examine how history can serve as the basis for temporal work in enduring processes of self-disruption through an in-depth study of how ABB acted as a disruptor in the power transmission systems market by opening a new technology platform enabling cities' "smart grids". Findings from this study highlight a process that relies on the incumbent's past providing alternative uses of history to cope with evolving tensions—which are triggered by external and internal relationships, and synchronizing imaginative sediments and changes in routines. We explicate this process of self-disruption and discuss its implications for research on enduring disruptions by technological change and innovation.

[view paper \(if available\)](#)

The Doctor Will See You Elsewhere: Enterprise IS and the Changing Control of Firm Activities

Author: **Brad Greenwood**; George Mason U.

Author: **Russell James Funk**; U. of Minnesota

In this work, we examine how the adoption of enterprise information systems affects the ability of high agency organizational actors to control the activities performed by firms, including both what those activities are and where they are done. While extant research highlights the ability of managers to more carefully manipulate the activities performed by the firm when enterprise IT is adopted, work has yet to examine whether high agency subordinates will use such technology to appropriate rents. Empirically, we investigate whether surgeons reallocate patients to ambulatory care settings for treatment after the adoption of electronic health records (EHR). Findings suggest that while the adoption of basic EHR technology has limited effect, the adoption of advanced EHRs dramatically increases the number of patients treated in an ambulatory care setting. Interestingly, these relationships are strongly moderated by both the financial incentives of the physician and the profit motives of the hospital. Practical and theoretical implications are discussed within.

[view paper \(if available\)](#)

OMT

Optimal Distinctiveness, Innovation, and Organizational Character (session 1594)

Anchored Differentiation: The Role of Temporal Distance in the Comparison and Evaluation of New Pro

Author: Tian Heong Chan; Emory U., Goizueta Business School

Author: Yonghoon Lee; Hong Kong U. of Science and Technology

A new design can be compared with its contemporaries or older designs. In this study, we argue that the temporal distance between the new design and its comparison play an important role in understanding how a new design's similarity with other designs contributes to its market valuation. Construing the value of designs as a combination of their informational value and their expressive value, we propose the anchored differentiation hypothesis. Specifically, we argue that the market audience weighs the expressive value (which enhances with how much the new design appears different from others) more than the informational value (which enhances with how much the new design appears similar to others) when the comparison is made to contemporary designs. However, the market weighs informational value more than expressive value when the comparison is made against designs from the past. From a data set that combines US design patents and stock market reactions in the days subsequent to such a patent being granted, we explore how a new design's degree of similarity vis-à-vis contemporaries or predecessors affect its market value. We find that the market value for a new design decreases with its similarities to contemporary new designs (contemporary differentiation) but increases with its similarities to prior designs (past anchoring). Furthermore, we find that the value of contemporary differentiation is

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

ODC

OB

Organizational Control: New Perspectives and Future Directions (session 1602)

Control is "management's most fundamental problem" (Van Maanen and Barley 1984: 290), and issues relating to control are apparent in many facets of organizational life such as organizational design, organizational culture, and everyday organizational routines. However, theory on organizational control has not kept pace with changes in both organizations and their environments. This may partially reflect the segmentation of control research from research on related theoretical concepts. Therefore, to advance our understanding of organizational control, this symposium aims to integrate a variety of theoretical perspectives — such as organizational learning, organizational change, and technology in the workplace — with more traditional organizational control theory. By integrating a variety of theoretical perspectives, we hope to both move forward current theory on organizational control while also encouraging scholars to broaden their understanding of what comprises and constitutes organizational control research.

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

enhanced with increased product visibility, whereas the value of past anchoring is enhanced with increased product technological lifespan. Hence, we contribute to the growing literature on optimal distinctiveness and design innovation by offering a dynamic perspective that helps resolve the tension between similarities and differences in evaluating new designs.

[view paper \(if available\)](#)

Burning the Bridges: Authenticity, Innovation, and Transgression in Norwegian Black Metal (WITHDRAWN)

Author: **Stoyan Vassilev Sgourev**; ESSEC Business School

Author: **Erik Aadland**; BI Norwegian Business School

This study explores the dark side of an inherently positive construct - authenticity. Posing conformity (reproducing essential features) and differentiation (asserting distinctive features) as alternative routes to achieving authenticity, we document the escalation of the latter into normative violation. Escalation is the refusal of compromise as a way of reducing the gap between private self and public display. The research context is Norwegian black metal, unprecedented in music history in elevating extremity to a core principle of construction of artistic and collective identities. We examine two forms of escalation - as innovation in music and transgression (i.e. church burnings). Escalation was mediated through the exclusion and self-exclusion of actors with lower tolerance for extremity. Its substantive importance is in adding a layer of complexity to evaluation. That black metal's connection to crime has contributed to its endurance suggests that escalating action defying normative scripts can be attributed authenticity when interpreted as sincere and consistent embodiment of alternative values. We paint a large canvass of the escalation process by drawing on examples in history, fiction and politics.

[view paper \(if available\)](#)

Settle Down or the Struggle Within: A Multiple Case-Study of Organizational Character Development

Author: **Timo Fiorito**; U. of Twente

Author: **Michel Ehrenhard**; U. of Twente

Using a multiple-case study of two financial services firms in the Netherlands, we explain how organizational character develops when new commitments are articulated and extant commitments are maintained. We found that commitments become expressed as a result of the perceived organizational past, envisioned organizational future, and as a result of pressure from internal subgroups. Because these commitments were made salient to managers, tensions became manifest, leading to various forms of struggle. Four interrelated dynamics underlie this state of struggle, which we termed emerging dilemmas, organizational identity clarity, ambiguous or superficial commitments and structural differentiation. In such context, the enactment of three stabilizing practices, specifically, substantive integrative work, routinizing a collective conscience and leaders' modeling behaviors, contributed to commitment affirmation or commitment violation, providing the opportunity for further anchoring these commitments in organizational character. In elaborating theory around these actions, we contribute to scholarly and practitioners understanding around how organizations may improve in embedding contradictory commitments within organizational boundaries and rejuvenate the study of organizations as value-infused social actors.

[view paper \(if available\)](#)

Categories and Exploration

Author: **Thomas Woiczyk**; U. Pompeu Fabra

Author: **Franziska Sump**; U. of Southern Denmark

Author: **Gael Le Mens**; U. Pompeu Fabra

Understanding how novel ideas are evaluated and recognized is important for organizational prosperity. A systematic evaluative bias against novel options after a negative experience - known as the 'hot stove effect' - may prevent organizations from engaging in enough explorations to identify novel ideas. We show that the adverse

consequences of the hot-stove effect can be reduced by manipulating how novel options are categorized. The core of our mechanism is that categorization of options in more categories reduces the generalization of negative experience to other options, whereas categorization in fewer options favors such generalization. We develop predictions based on a computational model and test these in a behavioral experiment (N=302). The task environment is a setting in which participants decide between a known 'status quo' option and six unknown, novel options. Participants are randomly allocated into three conditions that vary in terms of the number of categories to which the novel options belong. If the six novel options belong to six distinct categories, the propensity to explore is significantly higher than when options belong to fewer categories. When all novel options belong to the same category, participants are most likely to avoid exploration. Our findings suggest new ways managers could favor, or prevent, exploration of novel options by organizational members.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Organizational Identity (session 1592)

Identity Work Orientation: Unpacking Divergent Identity Construction Processes of Police Newcomers (WITHDRAWN)

Author: **Sonya Liu**; Warwick Business School
Author: **Gerry McGivern**; Warwick Business School

Through a longitudinal ethnographic study of new recruits into an English police service we explain how different 'identity work orientations' (i.e. legitimacy, authenticity and competence seeking) direct different patterns of identity work and produce different work identities within the same socialization processes. In so doing, we make a three-fold contribution. First, departing from mainstream research of newcomers' identity

OMT

Problem Formulation and Complex Decision Making (session 1593)

Problem Formulation Between Organizations Author: **Nuno Oliveira**; Tilburg U.

Although prior research has paid much attention to problem solving, it has overlooked a related but distinctive issue: problem formulation in the case of ill-structured and complex problems between organizations. To understand problem formulation between organizations, I used a case study design to examine the everyday problems experienced by the same client organization and main contractor in two sequential green building projects. Following the comparison of similar problems within and between projects, a core insight emerges about hasty coupling: a generalized process by which elements

construction, our study highlights the fragmentation and diversity of externally provided work identities and the important influences of newcomers' own orientations in their identity formation. Second, by illustrating three distinct identity work processes, we challenge the monolithic portrait of identity work and theoretical disconnection in the identity work literature. Third, we offer identity work orientation as an analytical lens that transcends theoretical boundaries and sensitizes researchers to diverse identity work. Key words: Identity construction, identity work, newcomer socialization, police.

[view paper \(if available\)](#)

Material Identity Work and Reinforcement of Collective Identity in Times of Loss

Author: **Innan Sasaki**; Warwick Business School

Author: **Johanna Raitis**; U. of Turku, School of Economics

Author: **Ileana Stigliani**; Imperial College Business School

The death of a central figure, like a charismatic founder, can dilute the sense of collective identity among the various stakeholders of a local community. Maintenance of collective identity can be a difficult task, because the organization needs to then simultaneously deal with multiple identity drifts. We conducted an inductive study of Finnish company Ponsse, the founder recently passed away. The second-generation chairman took the lead to articulate the values that implicitly prevailed during the leadership of the founder. Our findings show that organizations that experience a loss can maintain and strengthen their collective identity after the passing of a charismatic leader by engaging in material identity work. Our study highlights two phases underlying the process of reinforcing the collective identity: creating the material environment and enacting material experiences. We contribute to deepen current understanding of how collective identities can be reinforced after a major loss by illuminating the material underpinnings of identity work.

[view paper \(if available\)](#)

evoked in the description of a problem's symptoms prompt managers to turn to specific coordination safeguards (e.g., contracts and professional roles). Through the study of hasty coupling, I generate insights into when managers take the route of formulating the actual problem versus when they seek off-the-shelf formulations. However, each route has distinct implications for the quality of problem formulation and ultimately the project's time and cost overruns. Although the managers worked together in the first project, prior experience did not enhance problem formulation between them in the second project. The findings bring together research on problem formulation and problem solving and the interorganizational coordination literature under a generalized process of problem formulation between organizations.

[view paper \(if available\)](#)

When Advice Can Harm

Author: **Sheen S. Levine**; U. of Texas at Dallas

Author: **Michael Prietula**; Emory U., Gozuieta Bus Sch

Strategic decisions can be hard, and when facing hard problems, decision-makers commonly seek others' advice. But finding a good advisor is tricky: People are biased judges of skill, even more so in the wicked environment that typifies strategic decisions, where data can be incomplete, outcomes ambiguous, and causality foggy. Relying on empirical data, we model when and how person-to-person sharing can cause bad advice (or ideas) to spread, even without conformity pressures or malintent. We begin by reviewing how people systematically misjudge relative skill: misestimating how their own skill compares to others'. We show that if skill misjudgment is assumed away, advice taking is always beneficial. But under realistic assumptions, advice sharing benefits the low-skilled while harms highly skilled decision-makers, degrading collective skill and potentially eliminating top performers. We test an organizational design solution: When decision-makers are clustered, paying more attention to close associates, the range of practices increases. There lies a trade-off: Encouraging advice exchange homogenizes skill whereas discouraging it benefits diversity. For scholars of organizations and

From Shelter to Emancipation: How Disabled Workers Found Their Own Voice Through Identity Work

Author: **Patricia Helena Hein**; EBS U. für Wirtschaft und Recht

While studies have examined individual and organizational identity work, we focus on the dynamic interplay between the two. Drawing on a six-year longitudinal study of disabled workers in a sheltered workshop in Germany, we show how the disabled found their own voice to be seen as active members of society and changed the organizational exclusionary identity of the workshop. We develop a process model with three different phases of "guided emancipation:" maintenance of identity constraints, external validation, and forging a new disability identity. Our findings advance our understanding of individual and organizational identity work processes in the workplace. First, engagement in purposeful identity work is not just performed by managers and leaders, but also by marginalized actors to empower themselves in an organization in which their role is highly constrained. Second, by illustrating the dynamic interplay between both individual and organizational identity work, we show how changes in individual identity work can precipitate an overall change in organizational identity. Third, we show how disabled workers engaged in identity work to change the socially constructed view of disability imposed on them by sheltered workshops as part of an institutionalized welfare system through expressing a positive disability identity based on their self-concept.

[view paper \(if available\)](#)

Becoming an Institutional Entrepreneur: How Identity Shapes Change Agents' Ability and Motivation

Author: **Emamdeen Fohim**; U. of Bern

Institutional entrepreneurs are actors who play a leading role in establishing or changing institutions. They gather support for a vision of change when ambiguous field characteristics are prevalent, such as during institutional contradictions. Existing research conceptualizes institutional entrepreneurs

knowledge, we offer a novel theoretical mechanism, rooted in extensive evidence. It is distinct from prior concerns about normative conformity, and thus may be resistant to the proposed remedies. For practitioners, we sound a warning against the risks of popular practices that are meant to increase interaction and advice exchange in firms, among entrepreneurs, and in crowds.

[view paper \(if available\)](#)

Framing and Complexity: Evidence from the Federal Reserve

Author: **Joosef Valli**; Aalto U. School of Science

This paper investigates the role of cognitive framing in decision makers' ability to perceive complexity. Qualitatively studying the Federal Reserve's monetary policy making committee, the FOMC, and conceptualizing its policy as a complex set of separate but interdependent choices, the paper finds that framing both enables committee members to attend complexity and hinders their ability to do so. By focusing a decision maker's attention on a few features of the environment, a cognitive frame can effectively push her to perceive interdependencies not visible without that focus. However, by screening out many other features of the environment, interdependencies amongst these are ignored. A (single) frame therefore helps one to perceive low-levels of complexity but hinders the attainment of higher-levels of complexity. In highly complex environments, decision makers should thus exhibit frame heterogeneity, allowing them to attend the problem at hand through multiple frames. The paper has practical implications to the design of a broad range of decision making groups: it is argued that if the group is confronted with complex problems, individual members ought to exhibit sufficiently varied frames on their own: heterogeneity at the group-level is not enough. Finally, the paper complements recent research on frames in the FOMC.

[view paper \(if available\)](#)

as heroes who appear from nowhere to change the world, and sheds little light on the formative factors in their identity. Therefore, I applied a phenomenological methodology to study the experiences of select institutional entrepreneurs and compared these with that of actors who did not act as institutional entrepreneurs in similar situations. I found that institutional entrepreneurs had developed an identity with certain values as a reaction to crucial experiences during their first socialization. In line with their values, they had embraced various institutional contradictions throughout their lives and thus developed skills that enabled them to initiate institutional entrepreneurship. Additionally, their early established identities influenced their motivation to respond to prevalent institutional contradictions by realizing their key values during opportunities for change. The findings reveal that institutional entrepreneurs are disembedded actors only when seen from the outside: from their own perspective, they legitimize their behavior vis-à-vis their past experiences. This insight contributes to the debate on the paradox of embedded agency.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Organizational Risk-Taking in the Context of Ambiguity

Author: Emanuel Ubert; U. della Svizzera Italiana

How do firms adjust their exposure to local market risks when those risks suddenly become ambiguous? Behavioral theories of risk-taking (e.g. Audia and Greve 2006, March and Shapira 1992) offer little guidance. They implicitly assume that the interpretations of organizational performance problems that trigger changes in risk-taking are unambiguous. This paper argues that firms that are confronted with ambiguity produced by rare shocks ignore historic performance feedback when adjusting their risk exposure to the affected region. Instead, firms rely on firm-wide insolvency thresholds, local social performance comparisons, and local market signals to guide their risk adjustments. The statistical analysis of an original panel dataset of homeowner insurance underwriting behavior in the U.S. between 1992 and 2012 supports this argument. Critically, however, it also demonstrates that a greater reliance on social learning in such circumstance is contingent on the unavailability of legitimized means of forecasting future risk exposure. The institutionalization of hurricane forecasting models in insurance markets reduced reliance on such social learning and directly altered risk-taking. The paper contributes to efforts to better understand the scope condition and dynamics of problemistic search and learning processes and their impact on organizational risk-taking and adaptive behavior.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT
SAP

Routine Dynamics: Looking Forward at Twenty! (session 1603)

[How Do Routine Performances Make Novelty Recognizable? An Ethnographic Study of Software Development](#)

Christian Alexander Mahringer; U. of Stuttgart

OMT

Social Movements: Protests, Stakeholders, and Mobilization (session 1598)

[Protests as a Double-Edged Sword in Emerging Industries: Evidence from the Commercial Drone Industry](#)

Author: Lori Qingyuan Yue; U. of Southern

Birgit Elisabeth Renzl; U. of Stuttgart

Taking Stock and Catching up: High Time for Dynamic Truces

Jun Xiao; Rotterdam School of Management, Erasmus U.

Cryptocurrencies and the Dark Side of Routine Dynamics

Bryan Spencer; Frankfurt School of Finance & Management

Asynchronous

INTERNATIONAL

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

California

Author: **Joe Wang**; Penn State U.

Author: **Hayagreeva Rao**; Stanford U.

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

[view paper \(if available\)](#)

An Agenda-Setting Model of Stakeholder Influence

Author: **Daniel Waeger**; Wilfrid Laurier U.

Author: **Sebastian Hafenbrädl**; IESE Business School

Existing research has shown that when multiple demands from stakeholder activists are directed at a firm in a sequential manner, the multiple demands build on each other to magnify activist pressure and thereby enhance activists' capacity to influence firm outcomes. However, in many instances, multiple demands from stakeholder activists are not directed at a firm sequentially, but simultaneously. Yet, when multiple activist demands are directed at the same firm at the same time, these demands compete for attention from decision makers in the firm and risk crowding each other out, thereby hampering the ability of any individual activist demand to influence firm outcomes. Building on this premise, we propose an agenda setting model of stakeholder influence where multiple activist demands compete for space on the agenda of decision makers in firms. To test this model, we look at the shareholder proposal process in the United States and specifically examine the shareholder proposal campaign between 2006 and 2010 for the

introduction of Say on Pay – a corporate governance policy that consists in submitting a firm’s executive compensation plan to a vote from shareholders. Consistent with the crowding out hypothesis, we find that Say on Pay proposals were more effective when firms received fewer shareholder proposals on other issues in the same year. And once adopted as part of the regular agenda of the annual meeting, Say on Pay was more effective at curbing CEO compensation when firms received fewer shareholder proposals on other issues in the same year.

[view paper \(if available\)](#)

What the WUNC? Perceptions of WUNC and Social Movement Mobilization

Author: **Erica Bailey**; Columbia Business School

Author: **Dan Jun Wang**; Columbia Business School

Author: **Hayagreeva Rao**; Stanford U.

Author: **Sarah A. Soule**; Stanford U.

Charles Tilly (1994) provided a four-part framework that outsiders (e.g., targets, potential supporters) use when assessing a social movement: worthiness, unity, numbers, and commitment (WUNC). These attributes have been embraced, sometimes implicitly, by most scholars of movement recruitment and mobilization. However, this measure has never been explicitly tested as an evaluative schema used by outsiders in making mobilization decisions. Here, we first develop a measure designed to assess the four factors of the WUNC theory (N = 539). We then use this measure to test how individual variation in this evaluative schema predict actual social movement donation behavior (N = 361). Finally, we consider how movements make identity claims around (1) the issues they focus on and (2) the diversity of the movement’s participants affect WUNC and subsequent mobilization attempts (N = 380).

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Sustainability and the Institutional and Regulatory Environments 2 (session 1604)

Enablers and Tensions of Voluntary Sustainability Standards' Successful Implementation Process

Author: **Lucrezia Nava**; U. Ramon Llull, ESADE Business School

Author: **Maja Tampe**; ESADE Business School

Voluntary Sustainability Standards (VSS) aim to encourage organizations to ethical behaviors and solid accountability for their actions, overcoming the inability of other forms of governance to regulate an increasingly globalized organizational world. Recent studies show that many organizations, despite formally adopting VSS, do not successfully implement the requirements. What hinders VSS requirements successful implementation? Given the prominent role of VSS as knowledge transfer tools, we build on insights from the knowledge transfer literature to articulate the VSS implementation process and identify the main barriers affecting the transfer phase (i.e. lack of acceptance of the new knowledge) and the post-transfer phase (i.e. lack of fit between the new knowledge and the context). We then discuss which characteristics of each of the element of knowledge (i.e. of the actors involved, of their relationships, of the VSS and of the context) help overcoming these barriers. What emerges from this framework is that antithetical characteristics of each of these elements are required respectively in the transfer and in the post-transfer phase. We argue that these tensions are responsible for the lack of VSS requirements implementation, and ultimately effectiveness, emerging from the literature. We conclude with the theoretical and practical implications of our work.

[view paper \(if available\)](#)

Environmental Policy Mixes and Green Industrial Development: An Empirical Study of China

Author: **Yuan Zhou**; Tsinghua U.

Author: **Zhou Rong**; School of Public Policy and management Tsinghua U.

Sustainable Entrepreneurship (session 1605)

Experiments on Social Ventures' Legitimacy: The Role of Digital Identity and Legitimation Strategies (WITHDRAWN)

Author: **Felix Ostertag**; EM Strasbourg Business School, U. of Strasbourg, HuManiS UR 7308

Author: **Alicia Prochotta**; U. of Hohenheim

Social ventures are promising vehicles to address longstanding societal issues like poverty and long-term unemployment while at the same time generating money. Yet, such organizations encounter several challenges and a lack of credibility often causes stakeholders to doubt such businesses' legitimacy. A promising avenue to become perceived as credible and legitimate is to provide stakeholders with information on the businesses' identity, for example, via their online presence. Building on established theoretical concepts of founder and organizational identity, legitimate distinctiveness, and organizational credibility, we apply a vignette study and an online experiment (2 × 2 factorial design) to investigate how different forms of social ventures' digital identities and legitimation-seeking behaviors affect stakeholder evaluations of credibility and legitimacy. Our results show that social businesses' legitimacy highly depends on well-orchestrated identity components. Furthermore, the pursuit of credibility demands leaders of social ventures for a delicate balance between emphasizing their ability to act like conventional for-profit entrepreneurs (to be perceived as competent), while at the same time being forced to meet the company's social objectives and to avoid mission drifts (to remain trustworthy). Finally, our study shows that social businesses are no homogeneous phenomenon and should thus be distinguished from another theoretically and empirically.

[view paper \(if available\)](#)

Avoid, Align, or Embrace: How Drivers Influence the Way Sustainable Entrepreneurs Solve Triple Bottom

Author: **Damla Diriker**; Vrije U. Amsterdam

Author: **Kayleigh Bruijn**; Amsterdam Business School, U. of Amsterdam

Author: **Chen Luyi**; School of Public Policy and management Tsinghua U.

Policy mixes integrate distinct policy instruments into one coherent policy package as a means to avoid the potentially counterproductive impacts of any given policy on another. Chinese local governments recently have pursued policy mix approaches to promote green industrial development in order to attenuate the apparent contradictions between manufacturing productivity growth and the mitigation of environmental impacts. However, there has been little research that has empirically examined the effects of policy mixes. The study presented here employed a model designed to examine firm-level total factor productivity (TFP) and green total factor productivity (Green TFP) as performance measures. This current study served to assess the impacts of municipal-level environmental policy mixes on the textile industry in 13 Chinese cities by using the difference-in-differences (DID) technique to analyze the micro-firm panel data of 12,133 Chinese textile firms during the period from 1998 to 2012. The results showed that these environmental policy mixes could significantly promote green performance without compromising productivity growth. The results also indicated that the impacts varied in the different cities. This paper offers insight into policy mixes and industrial policy literature as well as practical guides for policy makers and industrialists.

[view paper \(if available\)](#)

How Do Fossil Fuel Divestment Commitments and Environmental Policies Impact Oil and Gas Financing?

Author: **Theodor Cojoianu**; U. College Dublin

Author: **Francisco Ascui**; U. of Edinburgh

Author: **Gordon Clark**; U. of Oxford

Author: **Andreas Hoepner**; U. College Dublin, Smurfit

Author: **Dariusz Wojcik**; U. of Oxford

This paper explores how fossil fuel divestment commitments and environmental policies have shaped the geography of capital flows into the oil and gas sector, based on the analysis of syndicated lending, equity and bond underwriting across 33

Sustainable entrepreneurs strive to achieve economic, environmental and social objectives simultaneously (Schaltegger & Wagner, 2011), and thus, often face tensions to balance these often contradicting demands stemming from their business models (Davies & Chambers, 2018). Yet, despite being an essential task for sustainable entrepreneurs, how they manage these tensions remains under theorized. Thus, to advance our understanding of sustainable entrepreneurs, the current study sets out to investigate how different entrepreneurial drivers, an important factor that has been found to predict entrepreneurial behavior (Carsrud & Brännback, 2010), influence the strategies sustainable entrepreneurs use to handle the tensions inherent to the triple bottom-line. In order to answer our research question, we have followed a multiple case study approach, and collected data via in-depth and semi-structured interviews with the founder(s) of hybrid ventures. Our findings revealed that different entrepreneurial drivers impact the way the sustainable entrepreneurs operate their hybrid ventures, and more specifically how they handle tensions in their triple-bottom line. By identifying a typology of sustainable entrepreneurs on the basis of their entrepreneurial drivers, while linking different drivers to different strategies employed by sustainable entrepreneurs when handling triple bottom-line tensions, we contribute to the streams of research on sustainable entrepreneurship and sustainable management.

[view paper \(if available\)](#)

How Will B Corps Save the World? B Corps Using Frames to Mobilize Consumers to Solve Societal Issues

Author: **Damla Diriker**; Vrije U. Amsterdam

Author: **Kayleigh Bruijn**; Amsterdam Business School, U. of Amsterdam

B Corporations are increasingly trying to engage their prospective consumers in collectively contributing to their mission, i.e. they are trying to mobilize these consumers to solve the societal issue they stand for. To date, research on how B Corps can elicit this mobilization has been scarce. As social movements are known for using framing tactics to

countries from 2000 to 2015. We find that the value of total assets pledged for divestment in a given country is negatively associated with capital flows to domestic oil and gas companies, particularly when divestment is led by regional or sovereign governments. Amongst environmental policy instruments, emissions trading schemes and renewables feed-in tariffs have been most impactful in reducing oil and gas sector capital inflows.

[view paper \(if available\)](#)

Stakeholder Pressures and Local Government Environmental Sustainability Policy

Author: **Won No**; Shanghai U. of Finance and Economics

Author: **Nicole Darnall**; Arizona State U.

Author: **Justin Michael Stritch**; Arizona State U.

Author: **Stuart Bretschneider**; Arizona State U.

While previous research has studied cities' decisions to adopt environmental sustainability policies, little is known about how stakeholder pressures affect cities' adoption of different types of environmental sustainability policies. Some city policies (e.g., energy conservation and water conservation policies) are more cost-focused and typically designed to improve city governments' internal efficiencies, whereas other policies (e.g., city-wide sustainability policies, green building policies, greenhouse gas policies, participation in voluntary networks of leadership) focus more broadly on environmental sustainability concerns, and may or may not reduce a city's internal costs. Drawing on a nationwide survey of U.S. cities, and using seemingly unrelated logistic regression, this study takes an important step by evaluating how variations in stakeholder pressures are related to cities' adoption of different types of environmental sustainability policies. We find that only environmental stakeholders are associated with cities' more cost-focused policies. However, business, higher-level external government, and internal stakeholders are all associated with cities' adoption of general environmental sustainability policies.

[view paper \(if available\)](#)

get others to act collectively, we build on the social movement literature to propose that to successfully elicit mobilization B Corps have to construct collective action frames by performing three core framing tasks: diagnostic, prognostic, and motivational framing. We argue that whilst diagnostic and prognostic framing increase consensus mobilization, the use of prognostic and motivational framing is not sufficient for a B Corps to elicit action mobilization. Due to their for-profit nature, to elicit action mobilization B Corps should make additional use of what we call utility frames, which are dedicated to attractively positioning the product and communicating the product attributes. Furthermore, we theorize that, while these core framing tasks are preconditions for eliciting mobilization, the extent to which B Corps achieve mobilization also depends on whether the company is perceived as legitimate and their frames are perceived as credible.

[view paper \(if available\)](#)

Intentionality in Sustainable Entrepreneurship and Finance: A Portfolio Measure for Social Impact

Author: **Leonardo Boni**; U. of Bologna

Author: **Laura Toschi**; U. of Bologna

Author: **Riccardo Fini**; U. of Bologna

There is a growing interest in nearing finance to social impact: in the last 10 years, new classes of actors – impact investors – and strategies promoting investments in social businesses helped defining an institutional context in which investments seek blended value, a paradigm different from the mainstream context in which investments seek financial returns. However, the proliferation of mainstream actors investing in social impact suggests a deeper investigation. The purpose of the paper is to capture the heterogeneity of players by analyzing the influence of different institutional logics on their investment decisions. By introducing the concept of intentionality toward social impact, we develop an Impact Score for each investor, which assesses the extent to which investment portfolios of social- and financial-oriented investors reflect their orientations toward intentional generation of impact. Results evidenced that there is statistically significant difference between the Impact Score of social- and financial-oriented investors, and that the

Understanding Firms' Perspectives Toward Environmental Regulation

Author: **Jennifer DeBoer**; Ripon College

Why do some firms embrace environmental sustainability and others do not? Within any given industry, there are leaders and laggards. While extensive research has examined firms' perspectives regarding the motivations, strategies, and outcomes related to the voluntary realm, there is a dearth of research related to firms' perspectives regarding the regulatory realm. To better understand firms' attitudes toward environmental regulation, I examine compliance and noncompliance with environmental regulation in the context of the US pulp and paper industry (PPI). I employ an inductive, multiple case study methodology to study regulatory tensions associated with environmental sustainability, as well as examine differences between firms compliant and non-compliant toward environmental regulation.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Paris Agreement contributes to justify such difference. Before the event, social- and financial-oriented investors presented similar levels of Impact Score, while after it financial-oriented investors present lower Impact Score than impact investors, suggesting that the event provides an institutional field change that increases the distance between investors with different institutional logics.

[view paper \(if available\)](#)

Cognitive Strategies to Resolve Paradoxical Tensions in Sustainable Enterprises

Author: **Hendrik Niklas Thelken**; Groningen U. (RuG)

Author: **Margo Enthoven**; Groningen U. (RuG)

Author: **Berfu Ünal**; Groningen U. (RuG)

For sustainable enterprises tensions due to their goal plurality of reaching sustainable and economic goals are almost inevitable. Accumulating research has looked at the organizational implications and management strategies of these often paradoxical tensions. However, these organizational-level studies are often missing the micro-foundations of individual management strategies. In response, we take an individual approach to the cognitive strategies sustainable entrepreneurs use to deal with tensions in their enterprises. Using qualitative methods, we gathered insights from 20 sustainable enterprises in two industry sectors. We identified two distinct cognitive strategies: embracing the paradox through cognitive framing and accepting the paradox through external attribution. We also show that mission confidence – personal beliefs about the desirability and feasibility of successfully reaching the mission using business logics – can help sustainable entrepreneurs to successfully implement both strategies.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

OSCM

Healthcare Operations (session

PNP

Social Enterprises (session 1607)

Navigating the Tensions Between Standardized and Professional Work

Author: **Marianna Frangeskou**; Tilburg U.

Author: **Michael Lewis**; School of Management, U. of Bath

In this study, we investigate the tensions found in knowledge intensive operations: between the autonomy of professional workers (to make judgments whilst complying with independent, externally enforced standards: Lewis and Brown, 2012) and the standardized work systems that allow operations to be effective and efficient. The research is built upon an in-depth longitudinal case study that investigated the adoption of national standardized stroke care process in a UK general hospital. This study identified many tensions previously discussed in the OM literature, reinforcing the idea that the challenges of standard work must be understood via multi-level tensions lens and any implementation mechanism must also be multi-faceted and dynamic. Detailed observation of pathway implementation confirms the vital influence of professional autonomy on flow and we show how not considering this in the process design and implementation mechanism is contested. Our analysis reveals novel insights regarding the improvisation of professionals in managing tensions and supporting standardized work.

view paper (if available)

Cultural and Institutional Differences in Healthcare Quality Across Three North-American Nations

Author: **Subhajit Chakraborty**; Coastal Carolina U.

Author: **Jorge A. Gonzalez**; U. of Texas Rio Grande Valley

Author: **Miguel Sahagun**; High Point U.

Author: **Cara-Lynn Scheuer**; Coastal Carolina U.

The meaning of health service quality differs across cultural and institutional contexts. This poses a problem for different stakeholders—patients, healthcare providers, and hospital leaders—when it comes to understanding what constitute quality care

Combining Profit and Purpose: Managing Mission Drifts with Organizational Evolution

Author: **Vishal Gupta**; Indian Institute of Management Ahmedabad

Author: **K V Gopakumar**; Indian Institute of Management, Ahmedabad

While extant research identifies strategies to prevent or counterbalance mission drifts at an organizational level, the examination of entrepreneur level responses to manage such drifts remains limited. The present study, borrowing from paradox theory and using the case of an Indian nonprofit organization which gradually evolved into a social enterprise, identifies factors which helped the entrepreneur to make sense of, and manage multiple mission drifts with the organizational evolution. These factors, namely, ability to integrate idealism and pragmatism, awareness of contextual factors, and ability to navigate contradictory forms of organizing helped the entrepreneur manage two different types of drifts – referred to as sustenance drift and mission drift. We conclude with implications for paradox theory and mission drift literature.

view paper (if available)

The Potential of Social Enterprises as Milestones for a Place-Based Inclusive Innovation Strategy

Author: **Mario Calderini**; Politecnico di Milano

Author: **Magali Fia**; U. of Bologna

Author: **Francesco Gerli**; Politecnico di Milano School of Management

Several classes of inequalities have emerged as a consequence of the territorial polarization generated by the knowledge-based economy. Place-based policies implemented so far have demonstrated scarce effects in leveraging the underlying potential of left-behind places. In this paper, we explore whether social enterprises can be the actors of a rejuvenated innovation policy able to convey the value of knowledge and innovation to society. Despite their weak technological endowments, social enterprises, through their territorial distributive patterns and organizational

and how to provide this care most effectively. Our study sheds light on this issue by empirically examining how country and technology integration influence patient care quality (PCQ) delivered in hospitals in the three contiguous countries of North America—the US, Canada and Mexico. We use survey methodology to empirically test a moderated mediation model, whereby country moderates the mediating role of technology integration on PCQ. The results support our proposed model. Our study has implications for operations, healthcare and international management literature by highlighting the important role of a country's institutional and cultural attributes on PCQ as well as the role of technology integration and quality leadership in this process. Given the increase in globalization, travel and migration among both healthcare workers and the general population, the results imply that physician and nursing staff should be sensitive to cultural and institutional differences in healthcare stakeholder definitions of quality care, which may ultimately affect hospitals' ability to provide care for all patients.

view paper (if available)

Operating Theater Utilization Improvement (WITHDRAWN)

Author: **Lawrence Al-Fandi**; American University of the Middle East

Author: **Hala Sawas**; American U. of the Middle East

Author: **Altaf AlOmar**; American U. of the Middle East

Author: **Sarah Al-Thleeth**; American U. of the Middle East

Author: **Wafaa Al-Aiban**; American U. of the Middle East

Author: **Hiyam Makhoul**; American U. of the Middle East

The purpose is to focus on the OR-department of a local hospital in Kuwait on utilization since operating rooms bring the largest revenue to any hospital. Inefficient OR scheduling caused under-allocated hours and long waiting times are affecting efficiency negatively and reducing utilization to reach 45%, whereas, OR utilization of less than 85% is considered as poor. The goals are to optimize overall utilization, reduce cost, and identify the

characteristics, represent an installed entrepreneurial base that can be targeted by a new generation of inclusive innovation policies.

view paper (if available)

Mindful Behavior in Hybrid Organization and its Impact on Value Formation

Author: **Christelle Trabouli**; U. degli Studi di Cagliari

Author: **Ludovica Moi**; U. of Cagliari

Author: **Moreno Frau**; Corvinus U. of Budapest

Author: **Francesca Cabiddu**; U. of Cagliari

The aim of this study is to explore how visitors and service providers' mindful behavior impacts value formation process in Social Entrepreneurship environment. To unfold this study, we adopted a qualitative research design and performed a theory-building process based on an in-depth exploratory single-case study. We focused on the case of Souk al Tayeb, a hybrid Lebanese organization actively committed to protect and revive culinary traditions by empowering small scale farmers, producers, cooks, and underprivileged communities. Drawing on interviews with main stakeholders (producers and visitors), a model of mindful behavior is presented. Our findings extend current research and practice by showing how mindfulness may facilitate or hinder customers' involvement in service production and value formation in hybrid organization.

view paper (if available)

Practices of Transcendence - Supporting Empowerment with Integrative Practices in a Social Enterprise

Author: **Tea Lempiala**; U. of California, Merced

Author: **Taylor Fugere**; U. of California, Merced

Author: **Sanni Tiitinen**; Tampere U.

Drawing on literature on paradoxical tensions, particularly in the context of hybrid organizations with a social mission, we analyze practices of transcendence, that is, the reframing of seemingly conflicting opposites in a way that dissolves the experienced tension. We examine this in the context

solving gaps by applying different models to solve the problem through reducing idle time, over time, and cancellation hours to represent optimized OR utilization. The simulation model by Arena helps with generating real-life scenarios with considering 3 KPIs that are utilization, cycle time, and throughput; therefore, the overall utilization is improved from 45% to 51% after applying 30 scenarios related to arrivals percentage and delay factor compared to the original model. Also, the optimization model is used to generate a weekly schedule for each department in blocks that yields in 71% overall utilization. Moreover, the optimization model output is used as an input for the simulated annealing model to schedule specific surgeries in different ORs for each day that further improves utilization to 85%.

[view paper \(if available\)](#)

Modularizing Services Based Upon an Actor-Oriented Logic

Author: **Kaat De Pourcq**; Ghent U.

Author: **Katrien Verleye**; Ghent U.

Author: **Bart Larivière**; KULeuven

Author: **Jeroen Trybou**; Ghent U.

Author: **Paul Gemmel**; Ghent U.

The present research investigates how actor-oriented service modularity (here, decomposing services in packages delivered by single versus multiple service providing entities) impacts the formation of customer experiences in relation to the focal service provider (i.e., the service provider engaged in modularizing services). To test our hypotheses in the context of cancer care, patient observations (n=640) and a patient survey (n=377) were used to gather respectively service package and customer experience data. These data were analyzed using hierarchical Bayes models. Our results show that customer experiences with the focal service provider are shaped by waiting time, interactional and environmental quality in case of single service provider packages. Multiple service provider packages, in turn, divert customers' attention from waiting time and interactional quality with the focal service provider, but not from environmental quality. A notable exception involves multiple service provider packages with high time

of a social enterprise that seamlessly combines strict quality standards and a culture of unconditional love and support. These seemingly opposing forces are integrated through three practices: integrative, holistic narratives; combining separation and integration, and integrating the social, personal, and the professional. This study contributes to the paradox theory by investigating transcendence practices in a social enterprise as well as seeks to more deeply understand the role of the integration of social and business goals role in the empowerment process through the lens of perceived organizational identity (POI).

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

and location proximity, since none of the experience drivers affect customer experiences with the focal service provider. By proposing a new logic for service modularity (i.e., actor-oriented logic) and investigating its implications for the customer experience formation in relation to the focal service provider, this research contributes to the service design and modularity literature.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

PNP

Street Level Bureaucrats (session 1608)

Different Actions for Similar Behaviors: Teachers Construct Socio- Semantic Networks of Categories

Author: **Gabriela Lotta**; Fundação Getulio Vargas - EAESP

Author: **Charles Kirschbaum**; Insper Institute of Education and Research

This study aims to analyze how frontline workers use systems of categorization through the association of different types of categories and how these systems subsequently determine different policy deliveries. Using a semi-experiment, we provided vignettes to 40 teachers in Sao Paulo public schools to observe how they categorize similar behavior using different categories and types of actions. We analyzed the uses of these categories and actions to construct socio-semantic matrices and clusters that constitute a relational symbolic system where groups of codes might be close, far, and opposed to each other. The results suggest that the way frontline workers organize and deploy categories coalesces into culturally shared, "relational schemata." In this way, the same categories gain different meanings and are related to different actions when the student's context is changed. Consequently, different systems of categorization constructed by teachers to evaluate similar behaviors generate distinct actions and policies. This may have important implications for

RM

MED

How to be a Good Reviewer? A Competency Framework for Reviewer Development (session 1609)

The act of reviewing is the backbone of the academic enterprise, as it ensures high-quality outputs. A number of scholars in the early stages of their academic career find themselves in reviewer positions, though it may not always be clear what they need to do or not do when reviewing. With little formal training and the pressures of completing multiple reviews in a timely manner, most scholars learn how to review through a process of trial and error. There is also a need to invest effort in developing the competencies required to be a responsible reviewer. This panel symposium session provides participants with knowledge of the key competencies required in reviewing. These competencies are useful for all types of reviewing of academic research, including both quantitative and qualitative methodologies. We invite expert reviewers and journal editors to serve as panelists and discuss (1) what it means to be a good reviewer in relation to these competencies; (2) practical and ethical challenges of reviewing; and (3) tips to handle tricky situations that present ethical and/or pragmatic constraints when serving as a reviewer. Following the panel discussion, the audience will engage in a series of interactive, hands-on exercises where hypothetical scenarios highlighting prevalent

policy access and inequalities in treatment.

[view paper \(if available\)](#)

How Social Resources Build Team Serving Culture in Extreme Law Enforcement Environments

Author: **Amanda Christensen-Salem**; U. of Cincinnati

Author: **Marco Zanini**; Brazilian School of Public and Business Administration

Author: **Fred Ochieng Walumbwa**; Florida International U.

Author: **Ronaldo C. Parente**; Florida International U.

Research on extreme environments has highlighted the necessity of having response teams with a culture of serving both the community and the team. Though several researchers have discussed the need for “unit solidarity” or a “communal code,” our research is one of the first to empirically examine communal solidarity—that is, the building of unity in both the community and the team by serving both, which we operationalize as team serving culture—in an extreme environment. We use social contagion and social resource theories to develop a processual model showing how team serving culture starts with department servant leadership. We theorize that department servant leadership trickles down to influence team leader servant leadership, which enhances social resources including trust in team leader, team cohesion, and trust in team, which then relate to team serving culture. Finally, we show how team serving culture influences outcomes such as team service performance and team member work engagement. We test our model using a sample of 344 officers and 104 leaders enlisted in Brazil’s Battalion of Special Operations Police. Results support our theoretical model. Implications from this study inform work on team serving culture and how it can be enhanced even in non-extreme settings.

[view paper \(if available\)](#)

Coping Under Adversity: Understanding Frontline Officials’ Strategies for Regulatory Enforcement

Author: **Ning Liu**; City U. of Hong Kong

and controversial problems in reviewing practices will be presented in a smaller group to facilitate further discussion and learning. Lessons from these discussions will be shared with the larger group along with critical reflections and practical recommendations (Do’s and Don’ts) on how to conduct an effective and ethical review.

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Author: **Shui-Yan Tang**; U. of Southern California
Author: **Carlos Wing-Hung Lo**; The Chinese U. of Hong Kong
Author: **Xueyong Zhan**; Hong Kong Polytechnic U.

This paper examines frontline officials' coping strategies in enforcing environmental regulations. By integrating the street-level bureaucracy and coping literatures, we examine two coping strategies — moving towards and moving against regulatees— and how they relate to officials' personal factors, work situations, and institutional environments. We developed a unique data set consisting of in-depth interviews with enforcement officials in China and two rounds of surveys conducted in 2000 and 2014. Results suggest that officials who are satisfied with their pay are more likely to move towards the regulatees, and this relationship is stronger in a more adversarial environment. Officials who face stricter situational constraints are more likely to move against regulatees, and this relationship is weaker in a more adversarial environment. In addition, the institutional environment shape how coping relates to frontline workers' (1) intention to work for the organization in the long run and (2) their perceived enforcement effectiveness.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

SAP

Resources, Resourcing, and Business Model Innovation (session 1610)

Resource-Acquiring as a Process of Actualizing the Potentiality: An Ethnographic Study

Author: **Qian Li**; Cass Business School, City U. London

Author: **Paula Jarzabkowski**; City U. London

Author: **Santi Furnari**; Cass Business School, City U. London

The study explores entrepreneurial firm's resource-acquiring processes as a continuous, unfolding

SIM

Corporate Social Reporting, Rhetoric, and Discourse (session 1613)

Do Socially Responsible Firms Walk the Talk? CSR Performance and Defined Benefit Pension Policies

Author: **Maretno Agus Harjoto**; Pepperdine Graziadio Business School

Author: **Indrarini Laksmana**; Kent State U.

This study examines whether socially responsible firms are more likely to have well-funded employee pension programs. It also examines the relationship between corporate social responsibility (CSR)

process of actualizing potentiality, a metaphor proposed by Pragmatists. Based on an ethnographic study of scale up firms in a consultancy-led accelerator program, we investigate how entrepreneurs in these firms experience the process of acquiring resources and, in particular, how they construct the linkage between the envisioned potentiality and the perceived actuality inherent in such a process. We identify three patterns of configuring, reconfiguring, and disorienting in acquiring resources, through practices of envisioning, enacting, and reflecting as the process unfolds. We find that entrepreneurs envision the offered resources differently, which foreshadows their practices of realizing those resources and, if unsuccessful, reconstructing them. We uncover different sets of practice in shaping the resource-acquiring process, which are shaped by reflexive engaging. We also problematize the notion of process and outcome as perceived experience and revisable script rather than undisputable objective and fixed target.

[view paper \(if available\)](#)

How Do Innovation Ecosystem Actors Complement: The Perspective of Prospective Resourcing

Author: **SHENGXI YANG**; Zhejiang U.

Based on the case study of Haier Group's innovation ecosystem, this paper opens a black box of how does platform coordinate actors' participation in complementary innovation. This study dissects characteristics of various actors from two dimensions: resource endowment and organizational location. This research pays special attention to the interaction process between actors and focal firm when they complement each other. We also focus on the focal firm coordination behavior of prospective resourcing processes with different types of participants. This study found that ecosystem participants with different resource endowments will complement innovation activities through spontaneous prospective resourcing, targeted prospective resourcing and collaborative prospective resourcing processes, while focal firm will incline to adopt diverse coordination mechanisms upon them considering their resource

performance and management discretionary choice of pension accounting assumptions. Signaling theory suggests that managers use CSR performance as a credible signal of firms' commitment to engage in socially responsible business practices to the stakeholder.

Correspondent inference theory suggests that the stakeholder attributes CSR performance to firms' reputation of serving the interests of stakeholder. To protect their reputation, firms must take actions that are consistent with the signal they send via firms' CSR commitment. Maintaining responsible employee pension policies is a socially responsible action because the defined benefit plan is voluntary and employers have to bear greater investment risk and cost associated with the plan than the alternative retirement plan. Using panel data of 13,099 firms-years across 1,428 U.S. firms from 1992 to 2015, this study finds that firms with higher CSR scores are less likely to have underfunded pension and they report higher pension net assets than their counterparts. More socially responsible firms also adopt more responsible (i.e., conservative) pension accounting assumptions (discount rate and rate of compensation increase) to compute estimated pension benefit obligations.

[view paper \(if available\)](#)

The Sounds of Silence: A Multimodal Approach to Silencing Strategies in Corporate CSR Discourse

Author: **Heidi Streb**el; U. of Lausanne, HEC Lausanne

Author: **Deborah Philippe**; U. of Lausanne

The aim of this paper is to better understand how multimodal organizational discourse on corporate social responsibility (CSR) and corporate sustainability (CS) silences many of the most significant negative impacts of those organizations on society. Drawing on theories of the rhetoric of silence and using a social semiotic approach, we examine how the corporate production of a series of interconnected reports, webpages and social media posts abstract, simplify, minimize and omit important people, actions and events. Moving beyond the concept of greenwashing, our analyses of the tactics deployed at the granular and the ideological levels uncover organizations' strategies

endowments and locations in the ecosystem. Therefore, this study summarizes the logical relationship between the actor roles in the innovation ecosystem, the prospective resourcing process with focal firm and corresponding coordination mechanism, and finally provides an integration framework.

[view paper \(if available\)](#)

Dynamics of Constraints and Organizing Practices for Business Model Innovation

Author: **Su Hua Ou**; Soochow U.

Author: **Yuliani Suseno**; U. of Newcastle

This research examines how organizational ingenuity enables organizational actors to turn constraints into new organizing practices for business model innovation. Adopting the case study method utilizing observations, interviews and internal meetings with key stakeholders of the popular 'Lady First' TV program in Taiwan, we analyze how, in the face of constraints, organizational actors ingenuously develop new organizing practices that enable the program to transform its business model in terms of value creation, value communication, and value capture. These organizing practices involve leveraging the knowledge of organizational actors to create value, incubating potential lead users to communicate value, and converting social capital into economic capital to capture value. Our paper contributes to the business model innovation literature by linking organizational ingenuity, constraints, and practices for business model innovation in the context of a creative services firm. The theoretical and practical implications of the study are also discussed.

[view paper \(if available\)](#)

The Anatomy of a Pivot and Dynamic Capabilities in an Early Stage Internationalization

Author: **Farzad Haider Alvi**; Athabasca U.

This paper addresses the question of how early stage born globals pivot to survive, struggling as they do to overcome inherent liabilities of newness

of silence. These strategies violate the commitment to transparency implicit and explicit in corporate communication on non-financial performance. While there is an increasing interest in the visual in organization studies, few authors have explored how verbal and visual representations convey discourse. In this study, we go further than investigating each mode in isolation to show how their combination creates meaning.

[view paper \(if available\)](#)

The Role of Disability and Accessibility in Corporate Sustainability Reporting

Author: **David Martin Herold**; WU Vienna U. of Economics and Business

Author: **Jasmin Mikl**; WU Vienna U. of Economics and Business

Author: **Kamila Pilch**; Cracow U. of Economics

Author: **Marek Cwiklicki**; Cracow U. of Economics

Author: **Clemens Schuhmayer**; WU Vienna U. of Economics and Business

Although companies increasingly focus on the social dimension in corporate sustainability, there seems to be a lack of understanding how and to what extent disability & accessibility (D&A) frameworks and activities are integrated in corporate sustainability reports. In this article, we aim to close this gap by a) analyzing the disability & accessibility activities from the largest 50 companies in Europe based on their corporate sustainability reports, and b) advancing a simplified conceptual framework for disability & accessibility that be used in corporate reporting. In particular, we provide an overview about corporate disability & accessibility reporting and associated activities according to three identified areas: a) workforce, b) workplace, and c) products and services. Our findings are twofold: First, the majority of the companies address disability & accessibility in their corporate sustainability reports mainly under the diversity umbrella, but lack a detailed debate about the three identified areas. Second, we found that existing frameworks for D&A are hardly used because either there are not focused on corporate reporting or seem too difficult or complicated to complete. Thus, our framework not only represents a first opportunity to foster the implementation of a

and foreignness. I employ a strategy-as-practice perspective to conduct an autoethnography on a born global in Mexico and Canada. The findings present micro-foundational insights on a sequence of pivots that changed the business model radically. The pivots are an outcome of the entrepreneur's internal strategizing. The paper contributes to the dynamic capabilities literature by illuminating the process of strategizing as recursive and consisting of imagining, abandoning and reconstituting strategy. Additionally, for the strategy-as-practice literature, the paper contributes needed research on the domain of individual and macro levels of praxis.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

disability & accessibility framework within the social dimension of corporate sustainability reports, but also presents a holistic yet flexible management tool that takes into account the most critical elements while shaping implementation, directing evaluation and encouraging future planning of D&A initiatives. This the first study that assesses the extent of D&A activities in the social dimension in corporate sustainability reporting.

[view paper \(if available\)](#)

Changing the Rules of the Game: The Legitimacy of CSR Standards

Author: **Jilde Garst**; Erasmus School of Economics, Rotterdam

Author: **Vincent Blok**; Wageningen U.

Author: **Onno Omta**; Wageningen U.

In order for Corporate Social Responsibility (CSR) standards to promote socially responsible behavior in industry, they need endure over the long-term by responding to the dynamics of society. Revisions of their content are thus necessary to maintain both their input legitimacy – the socially constructed norms are accepted as fair and effective by society – and their output legitimacy – the extent to which standards are actually able to standardize the behavior of its adopters. By studying the effects of the standards underlying a front-of-pack label indicating the healthiness of food products, our study shows that a) making CSR standards more aligned with the views of civil society can increase the average social value created, but that b) de-certifications of products due to stricter standards demotivates firms to invest in enhancing compliance. The article concludes that revisions of CSR standards can only improve both types of legitimacy if the subsequent changes in firm behavior are visible and transparently reported by the standardization organization.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

Ethical Decision Making: Influences and Processes (session 1611)

Ethical Blindness: A Routine-Based Perspective and an Unlearning- Oriented Cure

Author: **Barbara Kump**; WU Vienna U. of Economics and Business

Author: **Markus Scholz**; FHWien der WKW U. of Applied Sciences for Management and Communication

Ethical blindness, the temporary inability of a decision-maker to see the ethical dimension of a decision at stake, can cause severe harm for both companies and society. Earlier research identified self- defense mechanisms, bounded ethicality, and moral unawareness as potential sources of ethical blindness. This article suggests that behavioral aspects have only been treated as a side-note so far, and complements existing perspectives of moral awareness by highlighting organizational routines as an additional source of ethical blindness. Routines (a) implicitly legitimize behavior, (b) they are automatic (rather than deliberate) ways to achieve desired outcomes, and (c) they are based on distributed action, leading to the diffusion of knowledge and responsibility. Based on an analysis of the micro- processes of routine formation and retention, and by drawing on earlier work on unlearning established organizational routines, the article develops implications for how organizations can intentionally discard potentially harmful routines, and acquire more favorable ones. Thereby, this work is amongst the few studies in the literature that seeks to draw ways out of ethical blindness.

[view paper \(if available\)](#)

Artificial Intelligence and a Microperspective of Organizational Corruption

Author: **Yan Bai**; Catolica Lisbon School of Business and Economics

Author: **Elena Reutskaja**; IESE Business School

Author: **Antonino Vaccaro**; IESE Business School

Author: **Daniel Fernandes**; Catolica Lisbon School of Business and Economics

Overcoming the Dichotomy in Micro-Level CSR Research (session 1612)

Traditionally focusing on the macro-level of analysis (e.g., CSR and organizational financial outcomes), CSR scholarship in recent years has shifted to studying the micro-foundations of CSR (micro-CSR); that is, looking at the role of individuals in relation to CSR. Although this research has been growing, limited efforts have been made to engage in dialogue across the two core disciplinary research streams in micro-CSR (i.e., psychological and sociological). In order to bridge this gap, the current symposium brings together an internationally- and disciplinarily-diverse group of scholars. The symposium includes four presentations followed by a discussion. With this symposium, we aim to: a) expand our understanding of the micro-foundations of CSR, with a particular focus on attending to both streams of research; b) develop avenues for further interdisciplinary research on the topic; and c) contribute to knowledge on the processes and boundary conditions shaping employees' perceptions and reactions to organizational CSR, as well as shaping the experiences and efforts of CSR managers implementing CSR in organizations.

CSR and OCB: Exploring the Role of Work Meaningfulness and Team-Level CSR Importance

Nishat Babu; Aston Business School

Evgenia Lysova; Vrije U. Amsterdam

Wladislaw Rivkin; Aston Business School

Lakshmi Chandrasekar; Aston Business School

The Pursuit of Meaningful Work in the Context of Corporate Social Responsibility

Josine L. Janssen; Vrije U. Amsterdam

Evgenia Lysova; Vrije U. Amsterdam

Christopher Wickert; Vrije U. Amsterdam

Svetlana Khapova; Vrije U. Amsterdam

What's the "Micro" in Micro-CSR? A Review of Sociological Micro-CSR Research

Building on previous research on the collaborative root of corruption, we propose and conclude that people cheat more when they collaborate with another person in comparison with an artificial intelligence (AI) robot. We suggest that people infer that a human collaborator would cheat more than an AI collaborator when working together. Having drawn this ethical inference about a collaborator's behavior, people are more likely to cheat subsequently in human-human collaboration than in human-AI collaboration. Therefore, the ethical inference about a collaborator's behavior is the reason why people are more inclined to cheat in human-human collaboration than human-AI collaboration. We tested our theory in two lab experiments. Additionally, in two online experiments, we showed our findings were counterintuitive with regard to the common belief of laypeople. Managers are unaware of the positive effect of human-AI collaboration on reducing cheating behavior in organizations. Our research contributes to the microperspective of organizational corruption and has implications for anticorruption and compliance policies in organizations and society as a whole.

[view paper \(if available\)](#)

De Beauvoir's Theory of Moral Agency: Individual Pluralism and Moral Disengagement in Organizations

Author: **Helet Botha**; U. of Virginia

Author: **Robert Edward Freeman**; U. of Virginia

Most often in business ethics, pluralistic approaches to decision making in organizations have been advanced in the context of groups, or collectives. To the end of expanding our theories on pluralism to the relatively unexplored individual level of analysis, we rely on Simone de Beauvoir's Ethics of Ambiguity (1948). Firstly, we derive De Beauvoir's Theory of Moral Agency. When then apply this theory to the phenomenon of moral disengagement in organizations to show that it is one and the same thing as avoiding one's moral agency, as described by De Beauvoir. Building on De Beauvoir, we define a "pluralistic attitude" as a position an individual consciously adopts to cultivate an awareness and sensitivity to their own multiple, irreducible values

Christine Moser; Vrije U. Amsterdam

Dealing with Decoupling: CSR Managers' Motivations

Susana Esper; IESEG School of Management

Frank G.A. De Bakker; IESEG School of Management

Nico Heuvinck; IESEG School of Management

Asynchronous

PRACTICE

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

being simultaneously relevant to decision situations. We demonstrate how and when the adoption of such an attitude can counteract moral disengagement by managers and executives.

[view paper \(if available\)](#)

Research on the Decision-Making Mechanism Underlying Insurance Agents' Intention to Disclose Frauds

Author: **Jianming Bai**; School of Management, Lanzhou U.

Author: **Xuefeng Wang**; School of Management, Lanzhou U.

Author: **Wanjie Niu**; School of Management, Lanzhou U.

Author: **Haizhen Wang**; School of Business, Xi'an International Studies U.

Author: **Xin Ai**; Lanzhou Branch of Shanghai Pudong Development Bank

Insurance fraud erodes the profits of insurance companies and damages the rights and interests of honest policyholders, and thus is a severe unethical behavior. A handful of literature suggest to designing effective contract to motivate agents to identify and report such fraud claims. However, what is the insurance agent's potential gain and loss from reporting fraudulent claims remains unknown. Examining such gain and loss is notable, which constitutes the foundation of an effective contract design. To fill this research gap, drawing on principal-agent theory and social exchange theory, we analyzed the decision-making mechanism of insurance agents when they are faced with fraudulent claims. With two experiments, we found that value of policyholder negatively affected disclosure intention, return expectation of concealing the fraudulent claim mediated such relationship. Furthermore, we found that reciprocal belief strengthened the relationship between value of policyholders and return expectation of concealing fraudulent claims. The theoretical and practical implications of decision-making mechanism underlying insurance agents' intention of reporting fraudulent claims were discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

CEOs and Their stakeholders (session 1614)

CEO Gender and CSR-Oriented Shareholder Proposals

Author: **Guoli Chen**; INSEAD

Author: **Juan Ma**; INSEAD

Author: **Christian Schumacher**; WU Vienna U. of Economics and Business

While prior studies view shareholder activism as expression of shareholder dissatisfaction with managerial inadequacy, we argue that it can well be a manifestation of activists' favorable readings of the CEO's inclination, that is, when activists anticipate that the CEO is more likely to take a favorable stance on a given proposal. We specifically consider the implication of CEO gender for CSR-oriented shareholder proposals. We argue that as women are generally perceived as more prosocial, activists will target with female CEO with a higher number of CSR-oriented proposals, and once submitted, CSR-oriented proposals targeting female CEO garner more support from shareholders. Further, the proposed relationships are stronger if the female CEO received a social award, there is a higher female representation in the top management team, and the firm exhibits superior past CSR performance. We find support to our hypotheses using a large sample of publicly traded U.S. firms.

[view paper \(if available\)](#)

State Political Ideology as a Corporate Control Mechanism: Evidence from China

Author: **Wenjie Liu**; Rotterdam School of Management, Erasmus U.

Author: **Pursey Heugens**; Erasmus U. Rotterdam

Author: **Frank Wijen**; Rotterdam School of Management, Erasmus U.

STR

Evaluation and Signaling (session 1619)

The Main Street Dilemma: How Journalists Cover Incumbents' Adoption of Discontinuous Technologies

Author: **Richard Banfield**; U. of Passau

Author: **Markus E. Rauch**; U. of Passau

Author: **Lorenz Graf-Vlachy**; ESCP Business School

Author: **Andreas Sebastian Konig**; U. of Passau

Scholars investigating incumbent inertia have recently begun to examine the role that external constituents play in incumbents' adoption of discontinuous technologies. However, this research stream has primarily focused on the role of securities analysts and investors while neglecting other important constituents, particularly journalists. We expand the literature by empirically examining how incumbents' adoption efforts affect coverage by journalists based on a rich sample of 352 product launches in the automotive and photography industries. We find evidence that, in contrast to financial-market-oriented constituents, journalists dedicate more attention to technological initiatives the higher the extent of discontinuity, but also cover them more controversially. We also find an important distinction among different types of hybrid technologies. Specifically, journalists perceive hybrid technologies that try to establish a technological alternative to the discontinuous technology as more controversial than hybrid technologies introduced to ease the transition to the discontinuous technology. Overall, our study provides a more nuanced understanding of infomediary responses to discontinuous technological change. Most importantly, we highlight that incumbents are not only confronted with evaluation challenges from Wall Street, as has previously been highlighted, but also face distinct pressures from Main Street, particularly as journalists cover discontinuities more controversially.

Governments routinely seek to control the firms in their jurisdictions in order to align corporate behavior with public policy objectives. In democratic countries, governmental control of firms tends to be effectuated primarily through the formal mechanisms of state ownership and legislation. In this paper, however, we show that in autocratic societies, the informal control mechanism of political- ideological exposure of the corporate elite is commonly used as a “third way” of establishing firms’ compliance with government-mandated objectives. We theorize that through political-ideological exposure, individuals are “prepared” for business careers in which they become “agents of the state” and help implement state policies by influencing boardroom decision making. We capitalize on China’s recent (2012) political-ideological shift from pro-market “Dengism” to corporate social activity- focused “Xiism” to assess how political ideology is used as an instrument of implementing state policies. We test our ideas on a longitudinal (2008–2016) dataset of 848 Chinese listed firms. Results show that boards with politically exposed directors make the shift to Xiism-congruent behavior faster. This transition proceeds even more rapidly when firms are located in “politically imprinted” regions representing the historical power base of President Xi, but unfolds slower in regions with high-quality public governance, which are more resistant to policy swings. Our study advances the literatures on the role of political ideology in management and political institutional theory.

[view paper \(if available\)](#)

Do Gender-Appropriate Executive Actions Benefit Female CEOs?

Author: **Rachel W. Mui**; Kansas State U.

Author: **Aaron Hill**; U. of Florida

Extant literature on executive gender suggests that female chief executive officers (CEOs) face a penalty for simply being female in a male-dominated role, yet our knowledge of whether such penalties can be mitigated is limited. Can certain actions lessen the bias that female CEOs face? Extending role congruity theory, we argue that engaging in gender-(in)consistent CEO-related actions can either

[view paper \(if available\)](#)

Signaling in a Competitive Selection Process: What is the Winning Scientific Research Trajectory?

Author: **Sandra Barbosu**; Alfred P. Sloan Foundation

Author: **Charles Ayoubi**; EPFL

Author: **Fabiana Visentin**; Maastricht U., School of Business & Economics

Author: **Michele Pezzoni**; U. of Nice and Bocconi U.

Central to all innovation processes is the selection of candidates with the highest potential to succeed. The selection procedure is usually based on an analysis of the signal given by the candidate’s past endeavors as well as the projects proposed. In this paper, we focus on the selection of scientists applying for academic funding of their research proposals. We argue that two core dimensions of a scientist’s application affect the probability of funding success: the coherence of the proposal submitted with the applicant’s previous work, and the alignment of the proposal with articles published in top generalist science journals. Employing a neural network algorithm, we analyze the text of 2,494 research proposals of applications for the Sloan Research Fellowship, a prestigious fellowship awarded to promising early-stage North American researchers. We find that, on average, scientists are rewarded when they pursue research aligned with the current general interests of the scientific community. We also find field-specific heterogeneity in the type of scientific features rewarded by an evaluation committee. In life sciences and chemistry, evaluators value coherent research agendas, particularly coherence between a research proposal and the scientist’s recent work, and place little importance on bibliometric achievements. Conversely, in physics, examiners give more weight to bibliometric indicators and less to applicants’ research coherence. Our results show that the degree of coherence in a scientist’s research agenda acts as a strong signal in the screening process. Managerial implications can also be derived for entrepreneurs and managers submitting project proposals to investors.

[view paper \(if available\)](#)

exacerbate or weaken the bias they face. In particular, we argue that because corporate social responsibility (CSR) conforms to the prescribed female stereotype, the relationship between CSR and market reactions will be more strongly related for female CEOs. Results from our study indicate that while such conformity to stereotypes of engaging in CSR do not provide an added benefit, violating these gendered expectations and engaging in irresponsible activities however, can lead to market penalization. In a post-hoc study, we further found that female CEOs who are perceived to be communal face a more severe penalty for engaging in irresponsible activities, while agentic female CEOs face a penalty, even when they do engage in responsible CSR activities. This study aims to make several important contributions to the upper echelons and gender-role literatures, as well as provide important managerial implications for female CEOs.

[view paper \(if available\)](#)

CEO Political Ideology, Shareholder Primacy, and Dividend Policy

Author: **Ali Bayat**; U. of Aberdeen

Author: **Marc Goergen**; IE Business School

We argue that CEOs have different attitudes toward the firm's stakeholders and that these differences in attitudes affect the firm's decision making. We hypothesize that these differences stem from differences in political ideology: Liberal CEOs, as compared to their conservative counterparts, pay less attention to shareholders and this is reflected in dividend policy. To test the validity of our hypothesis, we measure CEO ideology by political donations. We study the CEOs of S&P 500 firms during 1997-2014 and find that firms with liberal CEOs are less likely to pay dividends and have significantly lower dividend payouts. In contrast, conservative CEOs pay more dividends, even if this requires redundancies.

[view paper \(if available\)](#)

Asynchronous

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Learning Within & Across firms (session 1615)

Do Individuals Learn Differently from Senior Versus Junior Colleagues' Failures in Organizations?

Author: **Sunkee Lee**; Carnegie Mellon U. - Tepper School of Business

Author: **Jisoo Park**; Carnegie Mellon U. - Tepper School of Business

Organizational learning research has shown that individuals learn from other individuals' failures. However, do individuals learn equally from all others' failures in organizations? We propose that in organizations in which professional tenure largely determines one's relative seniority, individuals will learn more from their senior colleagues' failures than from their junior colleagues' failures. We test this main hypothesis using data on 288 cardiothoracic surgeons who performed coronary artery bypass graft (CABG) surgeries in 127 Californian hospitals from 2003 to 2016. We find evidence that—in fact—individuals do learn from their senior colleagues' failures but do not learn from their junior colleagues' failures. We examine three plausible mechanisms for this finding, of which we offer evidence through statistical analyses and semi-structured interviews with currently practicing cardiothoracic surgeons. Our paper contributes to the literature on learning from failures, organizational learning, organization design, and microfoundations of organizational performance.

[view paper \(if available\)](#)

Learning by Doing and Corporate Diversification

Author: **Wonsang Ryu**; Korea Advanced Institute of Science and Technology (KAIST), College of Business

Author: **Brian T. McCann**; Vanderbilt U.

Author: **William Wan**; Chinese U. of Hong Kong

We examine how learning-by-doing (LBD) rates in manufacturing affect firms' diversification decisions. We argue that firms are less likely to diversify as their industries exhibit higher rates of LBD because

Microfoundations of Capability in Times of Change (session 1618)

Strategic Agility – Decision-Making Beyond Speed (WITHDRAWN)

Author: **Christiane I. Prange**; School of Economics & Management, Tongji U.

Many companies consider agility a panacea to survive in turbulent environments. Agility centres on flexibility, transformation, and speed. Despite the attention, there is little clarity of what agility exactly means and how companies can launch agile transformation projects. This article defines agility as the capability for decision-making that involves far more than high speed and flexibility. Based on a review of the literature and interviews with managers from different industries, we develop a conceptual model (Agility Transformer) that extends current notions of strategic agility by integrating slowness, reflection, and resilience, as survival parameters in uncertain environments. The model specifies agility on three levels (resilient, versatile, transformational) and provides a framework for diagnosing it along eight dimensions. The article offers guidance for managers to define how much agility their companies need when facing different environment scenarios. Two case studies from the mobility and clean energy industry are used to illustrate the model.

[view paper \(if available\)](#)

The Superstitious Heuristic: Conceptualization and Measurement

Author: **Jing Liu**; Northern Kentucky U.

The use of superstition as a heuristic in strategic decision-making is a phenomenon that commonly exists in different cultures and influences firms' strategic behaviors and performance. In spite of its prevalence and importance, the phenomenon has been largely neglected in the strategy literature. As a first step toward filling this research gap, this study introduces the construct of superstitious heuristic and develops its conceptualization and measurement. Synthesizing literature on

knowledge generated via LBD tends to have low levels of transferability and fungibility . We also maintain that to the extent they do diversify, firms in high-LBD industries are likely to choose high-LBD industries as diversification targets because they tend to possess the fungible second-order capability to manage LBD processes. We further claim that since accumulating experience in entering high-LBD industries also contributes to developing the second-order LBD capability, firms with such experiences are better able to overcome the diversification challenges posed by LBD-based knowledge. Hypotheses are tested using data from over 350 US manufacturing industries.

[view paper \(if available\)](#)

Learning within Hierarchies: Corporate Proximity and Business Unit Response to Adverse Events (WITHDRAWN)

Author: **John Kim**; U. of California, Irvine

Author: **Colleen Cunningham**; London Business School

Author: **John Joseph**; U. of California, Irvine

This paper examines how a business unit's proximity to its corporate office influences its learning from and response to experience of adverse events, or market failure. We argue that corporate proximity provides attention and knowledge to the business unit which, in general can be detrimental to overall responsiveness to market failure, but is helpful in the presence of adverse events because it focuses corporate attention and knowledge on particular problems and solutions. We examine three types of proximity – hierarchical, geographic, and cognitive – and also examine the conditioning impact of product novelty. Empirical analysis of business unit's product market reentry activities in the U.S. medical device industry from 1984 to 1996 provides support for our hypotheses. Our paper contributes to theories of organizational learning, organizational design, and product market entry.

[view paper \(if available\)](#)

Experiential Learning, Inter-Firm Imitation, and Advice-Seeking During Corporate Restructuring (WITHDRAWN)

superstition and heuristics, I explore the definition and dimensionality of the superstitious heuristic, map it into the existing literature, and differentiate it with other traditional heuristics. I develop a Superstitious Heuristic Scale (SHS) that is applicable in different cultures and decision settings and validate it in the strategic decision context. In doing so, this study advances heuristics research in strategic management and offers a new angle to explain firm strategic behavior and performance. In a broader sense, it contributes to behavioral strategy research in response to the call for more endeavors that build the psychological underpinning of strategic management.

[view paper \(if available\)](#)

Individual Cognitive Capabilities, Strategy Tools, and their Combined Impact on Strategic Options

Author: **Remco Siebelink**; U. of Twente

Author: **Erwin Hofman**; U. of Twente

Dynamic capabilities are vital for a firm to survive and prosper in changing economic contexts. Prior research has substantially advanced our understanding of dynamic capabilities, but little is yet known about their microfoundations. In particular, the cognitive underpinnings of individual capabilities have received little attention, yet they ultimately contribute to performance differences on the organizational level. The present study addresses this gap by exploring the interplay among various individual cognitive capabilities and strategy tools, and it examines their impact on the generation of high-quality strategic options. Taking into account that cognitive capabilities form complex combinations of skills that need to be considered holistically, we adopt a configurational perspective. In specific terms, we conduct an experimental study and we rely on fuzzy-set methodology to analyze how various individual cognitive capabilities, in the form of analytic skill, strategic intelligence, and level of creativity combine with scenario analysis or SWOT analysis to affect the generation of high-value and high-novelty strategic options. Our results provide compelling evidence for the existence of specific high-performing configurations, whilst emphasizing that excellence in generating high-quality strategic options is highly dependent on the specific set of individual mental

Author: **Sana (Shih-chi) Chiu**; U. of Houston

Advice-seeking is an integral part of decision-making for upper echelons and has important implications for firms' strategic actions and performance. However, factors leading to firms' advice-seeking behavior remain poorly understood in the management literature. Using the context of corporate divestitures, this study conceptualizes firms' advice-seeking as a function of experiential learning (divestiture experience), interfirm imitation (industry peers' practices), and task types (sell-off or spin-off). The results show that direct learning from past experience decreases, while industry peers' advice-seeking practices increase, the likelihood of firms' advisor engagement during divestitures. Also, firms' cumulated divestiture experience helps to reduce their tendencies to imitate industry peers' advice-seeking behavior. These relationships, however, are weakened when a divestiture event is classified as high in uncertainty, variation, and complexity. This study contributes to the organizational learning and restructuring literatures by offering insights into the antecedents for firms' advice-seeking during critical corporate change events such as asset divestitures.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

skills and strategy tools applied.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

STR

Strategy in the Making (session 1617)

The Great Temporal Divide: The Strategic Implications of Top Management Team Temporal Faultlines

Author: **Sherry M Thatcher**; U. of South Carolina

Author: **Shi Tang**; U. of Cambridge

Author: **Andreas Wilhelm Richter**; U. of Cambridge

Author: **Stephen Xu Zhang**; U. Of Sydney

Author: **Asghar Jahanshahi**; Pontifical Catholic U. of Peru

STR

Taking a Closer Look at CEO-Board Interactions and Director Exit and Entry (session 1616)

An Attention-Based Approach to How Narcissistic CEOs Influence the Board to Take More Risk

Author: **Chris Tuggle**; U. of Central Arkansas

Author: **Cameron Jay Borgholthaus**; U. of Nebraska, Lincoln

Author: **Jonathan O'Brien**; U. of Nebraska

The consequences of CEO narcissism have become

Author: **Sucheta Nadkarni**; -

Despite the emerging strategy research on the psychological time of upper echelons, we know little about how the individual temporal orientations of senior executives configure at the top management team (TMT) level to affect firm strategies. Because TMT members' temporal orientations configure in a complex way and trigger significant temporal interactions within the TMT, we integrate faultline and time interaction performance (TIP) theories to address this fundamental question. Specifically, we introduce the notion of TMT temporal faultlines and develop a model explaining how TMT temporal faultlines affect the intra-TMT interactions of temporal planning and, in turn, two facets of firm strategic flexibility (reactive versus proactive). Based on three-wave survey data from 221 TMTs of Iranian high-tech small- and medium-sized enterprises (SMEs), our study found that TMT temporal faultlines had a positive effect on reactive strategic flexibility but a negative effect on proactive strategic flexibility through inhibiting TMT temporal planning. The results expand the nascent upper echelons research on psychological time by advancing the temporal perspective to the TMT level and revealing its strategic ramifications.

[view paper \(if available\)](#)

Revisiting the Locus of Experience

Author: **Lisa Tang**; The Wharton School, U. of Pennsylvania

Understanding how firms learn to make better strategic decisions and achieve superior performance is a question of significant concern to managers and scholars, especially in the context of mergers and acquisitions (M&A). While a long history of research has been conducted on the role of organizational-level learning in shaping M&A outcomes, limited attention has been paid to the individuals who are specifically dedicated to this process. In this study, I introduce and argue that Corporate Development Executives (CDEs), the M&A-specific human capital leading inorganic growth inside companies, are particularly critical for M&A learning and performance. Through a comprehensive, hand-collected dataset on the

a popular topic in several management streams of late. Although it has been suggested that narcissistic CEOs are inclined to engage in greater corporate risk-taking, scholars have not considered how CEOs manage to enact these intentions in light of a critical mediating factor: CEOs generally must gain approval for such endeavors from the board of directors. Using the attention-based view, we theorize that narcissistic CEOs shape the board's attention to and opinion of firm risk-taking by exercising their ability to manipulate the inclusion, framing, and discussion of risk-taking during board meetings. Utilizing a unique data set encompassing 88 public firms and 197 CEOs over 20 years, we tested our hypotheses by using corporate board minutes to observe how narcissistic CEOs influence boardroom discussion of risk-taking. Our results indicate that the tendency of narcissistic CEOs to increase firm risk-taking depends upon their ability to control the dialogue of board meetings. Moreover, we find that narcissistic CEOs influence the board of directors not so much by controlling the amount of attention devoted to risk-taking, but rather by shaping the type of attention (i.e., the positivity of the tone) given to risk-taking.

[view paper \(if available\)](#)

Political Relations and Foreign Director Exit

Author: **Xiacong Tian**; Shanghai U. of Finance and Economics

Author: **Yuehua Xu**; Shandong U.

Author: **Daphne Yiu**; Chinese U. of Hong Kong

We extend director exit literature by introducing bilateral country political relations and hold that foreign director exit from emerging markets is nontrivially impacted by the political relations between foreign director's home country and firm country. We apply social identity theory to elucidate how local top managers categorize foreign directors based on nationality. Using foreign directors of Chinese listed companies from 2000 to 2018 as our research sample, we find that bilateral country political relations is negatively related foreign director exit in emerging markets. In addition, regional government-business closeness, firm foreign ownership, and foreign director tenure can moderate the negatively relationship between

heads of corporate development in S&P 500 information technology companies, I shed light on who CDEs are, what they do, and whether and how they impact M&A outcomes. Specifically, I find evidence that an inverted U-shaped relationship exists between CDEs' prior M&A experience and subsequent M&A performance. Context variability moderates this relationship, while firm-level and CEO-level M&A experience serve as important boundary conditions for the effectiveness of CDEs. Overall, this study contributes to the corporate strategy literature by unveiling novel insights regarding the locus of experience and learning in M&A.

[view paper \(if available\)](#)

How Do CEOs Make Strategy?

Author: **Mu-Jeung Yang**; U. of Utah, David Eccles School of Business

Author: **Michael Quinn Christensen**; Harvard Business School

Author: **Nicholas Bloom**; -

Author: **Raffaella Sadun**; Harvard Business School

Author: **Jan W. Rivkin**; Harvard U.

We survey 262 CEO alumni of Harvard Business School and gather evidence on three aspects of each executive's business strategy: how formalized it is, how it is developed, and how it is implemented. We report three main results. First, CEOs use a wide range of markedly different processes to make strategic decisions; some follow highly formalized, rigorous, and deliberate processes while others rely heavily on instinct and habit. Second, more structured strategy processes are associated with larger firm size and faster employment growth. Third, using a regression discontinuity centered around a change in the curriculum of the Harvard Business School's required strategy course, we show that differences in strategic decision making can be traced back at least partly to differences in managerial education.

[view paper \(if available\)](#)

political relations and foreign director exit.

[view paper \(if available\)](#)

How Do CEOs in Stigmatized Industries Cope with the Stigma Transfer?

Author: **Mohamad Hasan Sadri Karami**; IE Business School

Author: **Caterina Moschieri**; IE Business School

This study examines how CEOs react to the threat of stigma transfer from their firms. Building on stigma research and upper echelons literature, we propose that the threat of stigma transfer increases the likelihood that CEOs join the board of other firms as a hedging strategy. We explore the boundary conditions of CEOs' board-joining and examine the factors that make the CEOs vulnerable to the harm of stigma transfer and factors that influence the severity of this harm. We test our hypotheses using a dataset of 416 CEOs in 208 firms in the global arms industry, between 1998 and 2016. Our findings on how firms' upper echelons cope with the stigma attached to the core of business advance current knowledge on organizational stigma, which has mainly focused on firms' lower echelons' responses to core stigma or on the consequences of failure stigma for firms' upper echelons.

[view paper \(if available\)](#)

How Do Firms Respond to Board Political Capital Loss?

Author: **Jyun-Ying Fu**; National Chengchi U.

Author: **Pei Sun**; Alliance Manchester Business School, U. of Manchester

Politically connected firms may rely primarily on political capital to compete, but a sudden, irrevocable loss of such capital poses a critical challenge for focal firms and prompts them to explore new strategies to compensate for this loss. Drawing upon resource dependence logic and nonmarket strategy literature, we examine how firms tackle this challenge by focusing on two types of strategic reactions: activities to nurture market-based capabilities – R&D investment, and activities

Strategic Decision-Making with Artificial Intelligence Implications for Decision Speed and Quality

Author: **Deepak Nayak**; Fox School of Business, Temple U.

Author: **Charles Dhanaraj**; Fox School of Business, Temple U.

Artificial Intelligence (AI) has infiltrated board rooms and holds promise to fundamentally alter strategic decision-making. Drawing a multiple bodies of related literature, we first offer a framework to classify the procedural modes decision makers adopt when they make strategic decisions and use this framework to derive our propositions. In this framework, decision makers facing use simplification strategies – by decomposition and by use of heuristics or choosing simpler problems – to make strategic decision. Using this framework, we propose that the use of AI in strategic decision-making has heterogeneous effects on the decision-making speed and decision quality. Specifically, in scenarios where delegation is the main mode of decision making, the use of AI to augment human decision makers leads to faster and better-quality decisions, whereas the replacement of heuristics and problem simplification strategies leads to slower and perceived lower quality decisions. Finally, we discuss the implications for future empirical research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH PAPER SESSION ASYNCHRONOUS

to develop alternative channels with socio-political actors – bribery. We predict focal firms to substantially increase their R&D and bribery expenditures after a negative shock. This prediction is confirmed in a sample of Chinese public corporations in the 2010s, during which the focal companies experienced an exogenous shock from the central government requiring independent directors with recent government background to resign from their current board positions. These increases are found more salient in firms whose board chairs and CEOs lack political capital. Moreover, organizational slack and institutional environment lead to different patterns of strategic adjustments: While firms with more organizational slack and located in a better institutional environment prefer more R&D investment post shock, those with less slack and in a weaker environment opt for more bribery activities. Our study contributes to governance and strategy literatures by demonstrating how firms may react to unexpected weakening/loss of social and political capital at the board level and beyond.

[view paper \(if available\)](#)

Asynchronous

RESEARCH PAPER SESSION ASYNCHRONOUS

STR

Value Creation and Value Capture in Alliances (session 1620)

Co-opetition Strategies: Alliance Formation, Value Creation, and Value Capture

Author: **Xia Han**; National School of Development at Peking U.

Author: **Gaoyang Cai**; Northwestern Kellogg School of Management

This paper studies how firms' productivity outside the alliance (outside option), resource complementarity (synergy effect) and the cost of

TIM

Adaptation and Change: Adaptation by Incumbent Firms (session 1624)

Design Thinking in Responding to Disruptive Innovation: A Case of Cork Stopper Industry Veteran

Author: **Soumodip Sarkar**; U. of Évora

Author: **Amir Bahman Radnejad**; State U. of New York

How can the design thinking approach assist incumbent firms in developing response strategies

resource allocation influence their common value creation and value capture strategies in the co-competition alliance, and further affect alliance formation and termination decisions. We develop a three-stage game-theoretic model and find that first, although the improvement of outside option encourages a firm to allocate more resources on common value capture, it would result in less bargaining power in the alliance due to its partner's escalated value capture efforts as a response. Second, as the outside option improves, the strong firm tends to allocate more resources for common value creation, while the weak firm tends to "free ride" and allocate less resources to the alliance. Therefore, as the gap between firms' outside option increases, it becomes harder for firms to form the alliance. Third, we find that synergy effects will not always play a positive role on alliance formation, showing a "non-linear" relationship. Once it reaches the alliance formation threshold, the larger synergy effects, the less resources both firms will contribute to the alliance. On the contrary, the resource allocation cost serves as a valuable commitment and positively influences firms' resources allocation for both common value creation and value capture after alliance formation. Finally, we provide additional comparative static analyses to shed lights on mechanisms through which these factors would affect firms' co-competition incentives.

[view paper \(if available\)](#)

Value Creation and Value Appropriation in Strategic Alliances: An Experimental Study of Coopetition

Author: **Yimei Hu**; Aalborg U., Department of Business and Management

Author: **Huanren Zhang**; U. of Southern Denmark, Odense, Denmark

Strategic alliances are coopetitive in nature as they incorporate both cooperation and competition: partners cooperate to use their complementary resources for joint value creation while simultaneously compete to appropriate the created value. We study this tension between value creation and value appropriation both theoretically and experimentally by modeling coopetition as the interaction between two players. The experimental results demonstrate that, contrary to the game-

to gaining momentum disruptive innovations, along the lines of effective exploiting the established technologies and corresponding product/service? Such exploitative response strategies, implying successful strengthening and leveraging the disrupted firm's existing technology without embracing the disruptive elements, have been to a large extent overlooked in the disruptive innovations literature. Using an inductive analysis of a critical case (a major cork-stopper veteran), the current study aims at developing a systematic understanding of exploitative strategic options and the role of design thinking in enabling them. The findings shed light on the effectiveness of the design thinking mindset to respond to disruptive innovations. In addition, we present evidence that a design thinking method can be successfully applied to process innovation. Finally, we demonstrate that to achieve a radical innovation based on design thinking principles, the establishment of design discourse is required.

[view paper \(if available\)](#)

Hype or Hope: How Individual Perceptions Affect the Adoption of Potentially Disruptive Technologies

Author: **Ruth van Bracht**; RWTH Aachen U.

Author: **Patrick Pollok**; RWTH Aachen U.

Author: **Frank T. Piller**; RWTH Aachen U.

Additive manufacturing is a continuously discussed and potentially disruptive technology, having the potential to reshape manufacturing but also bearing uncertainties. These kinds of technologies are increasingly penetrating organizations, driving them to change. Proven to be potentially fatal for incumbents plagued by inertia, pitfalls of adoption need to be overcome. Employees must face similar issues, going through sensemaking processes resulting in perceptions of threat or opportunity which influence individual-level engagement intentions and action. We analyze how perceptions of varying degrees of threat and opportunity towards newly arising technologies influence behavioral decisions regarding technology adoption. An individual's cognitive style further influences decision-making in this context. We strive to find information on how cognitive style influences the

theoretical analysis and to the conventional wisdom, existing competition does not undermine value creation within the alliance. Instead, initial experience has shown to have a significant influence on alliance performance and sustainability: relationships that successfully establish trust at the start are likely to sustain high cooperation level and achieve the efficient outcome even after the market condition has changed. The persistent effect of past experience can be explained by conditional strategies: players adjust their allocation of resources in the direction matching their opponents' investment level in the previous round. The results imply that a positive mindset towards cooperative alliance, especially in the presence of intense competition, is the prerequisite for a conducive alliance. The study makes one of the first attempts to employ the experimental method to enrich our understandings on the trade-off between value creation and value appropriation, and it contributes to the literature of cooperation and strategic alliances.

view paper (if available)

Does Difference in CEO Overconfidence Propensity Create Value in Strategic Alliances? (WITHDRAWN)

Author: **Jung-Ho Lai**; National Taipei U. of Business

This study examines complementarity of firm leaders' psychological attributes in terms of their inclination towards overconfidence in cooperative activities. Examining the high-tech industry setting which is characterized by rapid obsolescence of products and technologies, frequent innovation activities, high unpredictability and volatility, we find that alliances formed between overconfident and moderate CEOs create the greatest value. The complementarity between firm leaders exhibiting distinct overconfidence attributes is further positively moderated by the degree of environmental munificence, R&D intensity, and market dynamics, whereas; it is negatively moderated by the degree of environmental complexity. Our research contributes to the alliance literature by presenting the first evidence of the value arising from the complementarity of psychological attributes of firm leaders, which contrasts with extant alliance literature which studies only the complementarity of resources

adoption endeavor by looking at it as a potential lever. We apply survey method and gathered 561 responses from a sample of German engineers. Results showed that threat and opportunity are not singular, one-dimensional constructs but show degrees and nuances that have different effects on intentionality. We find that perceptions of Critical Threat and High-Impact Opportunity predict Engagement Intentions, and that an intuitive Cognitive Style is favorable for team compositions when a perception of High-Impact Opportunity is present.

view paper (if available)

Regulation as a Source of Collective Inertia in Technology Emergence: Evidence from Fintech

Author: **Tatjana Schneidmueller**; Rotterdam School of Management, Erasmus U.

Author: **Henk W. Volberda**; Amsterdam Business School, U. of Amsterdam

We apply a paradox lens to technology emergence to explore incumbents' ability to simultaneously attend to competing demands. Departing from the notion that incongruous tensions are not only socially-constructed but importantly also structural and innate to industry contexts, we study industry regulation as a source of collective inertia for incumbents' ability to engage with emerging technologies. We propose that rigid regulation locks incumbents in on a compliance trajectory at the expense of future-oriented engagement with new technologies. We hypothesize that deviations from such compliance-focused strategies (temporarily) relax social constraints and enable incumbent experimentation. With our sample of 105 commercial banks in the context of fintech (financial technology) in the United Kingdom from 1999 to 2018, we find strong support for our hypotheses.

view paper (if available)

Incumbent Success in the Era of Ferment: Navigation of Intergenerational Transition of Technology

Author: **Susanne Van Der Velden**; Tilburg U.

between partnering firms. It also contributes to the behavioral economic literature by illustrating the potential positive aspects of overconfidence under certain contingencies, thus providing evidence as to why many firms hire and retain overconfident CEOs.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

RESEARCH

Author: **Mohammad Nasir Nasiri**; Amsterdam Business School, U. of Amsterdam

Author: **Niels G. Noorderhaven**; Tilburg U.

Author: **Henk Akkermans**; Tilburg U.

How can some incumbent firms proactively navigate technological change while others fail to do so? We explore this question by studying the dynamics of incumbents' engagement in an era of ferment, in which new technological options challenge the dominance of the current technology generation. We take a real option theory and focus on a successful incumbent firm, ASML, in a period when varieties of new technological options were threatening the dominance of the optical-lithography regime. Our findings show that ASML managed this turbulent period in such a way that it gained the core position in both existing and new technological regimes. First, ASML organized an agile, highly authorized core research team to explore new technological options within and outside of ASML. Second, as the experimental development of technological options progressed, ASML persistently relied on the scientific rules of physics and economics in the assessment of the long-term feasibility and extendibility of technological options, rather than on their current performance. Finally, the timely management of commitment and abandonment of technological options in its portfolio enabled ASML to play an active role in the dynamics of transition to the next generation of lithography technology.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

TIM

Business Model Innovation: Business Models, Resources, and Performance (session 1625)

[Adopting a New Business Model and Firm Performance: Evidence from the Advertising Industry](#)

Author: **Muhammad Imran**; U. of Jyväskylä

TIM

Collaboration: Governance of Interorganizational Relationships (session 1621)

[Exploring the Key Successful Factors of Energy Service Companies](#)

Author: **KAI YIN HSU**; National Taichung U. of Education

This paper analyzes the role of organizational capabilities in the success of a new business model. In particular, it is argued that when a firm engages in the process of adopting a new business model, existing capabilities are activated and new capabilities are developed that lead to improving company performance. In this regard, the moderating role of managerial and creative capabilities on the assumed positive relationship between a new business model and company performance is analyzed. Furthermore, it is argued that a firm's business group affiliation can influence its capabilities and hence play a role related to value creation from a new business model. The proposed framework is analyzed using data from the advertising industry. The study contributes to the literature of business models by shedding light on the role of organizational capabilities and business group affiliation.

[view paper \(if available\)](#)

How Does Servitization Affect Firm Performance?

Author: **Zelong Wei**; Xi'an Jiaotong U.

Author: **Wengao Huang**; School of Management, Xi'an Jiaotong U.

Author: **Lulu Sun**; Xi'an Jiaotong U.

Although the trend of servitization of manufacturing firms continues to grow in recent years, there are still on-going debates and controversial arguments on whether servitization can increase firm performance, which implies a great need to gain further insights into underlying mechanisms linking servitization and firm performance. Using a survey data set of 334 Chinese manufacturing firms, we examine how servitization affects firm performance, as well as the contingent role of platform-based innovation. Our results show that servitization enhances the latent needs identification while increases the dominant logics conflict. We also find the double-edged sword effect of platform-based innovation on moderating the servitization-performance relationship. This research contributes to extant literature by identifying underlying mediating effects between servitization and firm performance to explain how servitization affects firm performance. The findings also contribute to the

Energy usage and energy costs have gained attention in recent years. Prior research has primarily focused on the energy management services provided by energy service companies (ESCOs) and have neglected energy demanders in a transaction structure. This study investigated the ex ante and ex post transaction costs with respect to contracting between ESCOs and energy demanders. This study conducted a large-scale survey of 835 manufacturing firms and one focus group. Four key determinants of energy management services were identified: asset specificity, task complexity, market competitiveness and institutional support. The results showed that asset propriety and task complexity significantly increase transaction costs and reduce demand intentions for energy management services. However, market competitiveness and institutional supports are negatively related to transaction costs and increase demand intentions for energy management services. This study further verified the importance of formal control mechanisms, which not only strengthen industrial development but also increase demand intentions for energy management services.

[view paper \(if available\)](#)

Disciplinary Regime or Freedom Strike? Termination Rights in R&D Alliances

Author: **Marvin Hanisch**; U. of Groningen

A central challenge for the governance of interorganizational relationships is the implementation of safeguards against opportunistic behavior while ensuring post-contractual adaptation. Previous research has highlighted the possibility of mitigating opportunistic hazards and achieving adaptation through administrative controls such as boards and steering committees. An aspect that has received insufficient attention though is that the authority of administrative control is tied to the underlying contract and can therefore be undermined by contractual termination rights which revoke the contractual obligations. Based on this idea, we argue that termination rights offer an important discriminant for interorganizational governance choices. We further explain when and

addressing of “service paradox”.

[view paper \(if available\)](#)

The Double-Edged Sword of Servitization in Radical Product Innovation

Author: **Yanping Wang**; School of Management, Xi'an Jiaotong U.

Author: **Jie Gao**; School of Management, Xi'an Jiaotong U.

Author: **Zelong Wei**; Xi'an Jiaotong U.

Author: **Wengao Huang**; School of Management, Xi'an Jiaotong U.

Author: **Lulu Sun**; Xi'an Jiaotong U.

Although servitization literature has identified the difficulties in combining products with services to improve firm performance, it has offered limited insight into the effects of servitization on radical product innovation performance. To address this gap, in this study we investigate how servitization affects radical product innovation performance through latent needs identification. Based on organizational knowledge creation theory and social structural embeddedness theory, we proposed four hypotheses and tested them with data from 208 Chinese manufacturing firms. The results show that servitization enables a firm to identify latent customer needs, and thus helps the firm to exploit more radical product innovation opportunities. However, a high degree of servitization can lead to an overembedded customer relationship, which reduces the firm's willingness to capture such opportunities. Furthermore, we find that the overall effect of servitization on radical product innovation performance is inverted U-shaped. Our findings enrich the servitization literature by identifying two roles of servitization in radical product innovation performance.

[view paper \(if available\)](#)

Business Model Innovation and Resource Reconfiguration in a Digitally Enabled World

Author: **Carlos M. DaSilva**; HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes

why partners agree on conditional and unconditional termination rights in alliance contracts. Using a sample of 1,400 strategic alliance contracts from the biopharmaceutical industry, we find support for the argument that termination rights can mitigate opportunistic behavior and adaptability concerns. Thereby, this study contributes to interorganizational governance research by illustrating that termination rights can be an important, but so far under-valued, governance mechanism in interorganizational relationships.

[view paper \(if available\)](#)

Task Conflict and Cooperative Innovation Project Performance

Author: **Tian Mu**; School of Management, Xi'an Jiaotong U.

We propose that the effect of task conflict on the performance of cooperative innovation projects is achieved indirectly through the mediating effects knowledge acquisition and knowledge assimilation. Our conceptual model is validated by a cross-sectional sample of 291 Chinese manufacturing firms, using structural equation modeling (SEM) and bootstrapping technique. Our study provide a more nuanced understanding on the influence of task conflict in inter-firm projects.

[view paper \(if available\)](#)

Provable Transactions: Exploring the Boundaries of Trust in Smart Contracts on Blockchains

Designated as a “Best Paper” for TIM

Author: **Daniel Obermeier**; Technical U. of Munich

Author: **Joachim Henkel**; Technical U. of Munich

Trust is generally considered a precondition for successful transactions. Yet, it becomes dispensable if a party can ex-ante comprehend and ascertain the mechanism by which its counterpart will fulfill its contractual obligations; in that case, the focal party can obtain proof and trust is replaced by certainty. We refer to such transactions as provable, and extend the theory of trust by developing a three-

One factor affecting business model innovation is the original template of what gets innovated. There isn't much work on how it originates, and especially how new business models affect resource reconfiguration. This paper provides a process model of business model innovation. It centers on the sponsor-based business model through which firms monetize their offering through sponsors instead of setting prices to their customer base. We conduct an exploratory study of a business model innovation occurring in the GPS navigation industry. The results suggest eight distinct subprocesses that were grouped into three aggregated business model innovation processes enabled via resource re-configuration. This study contributes to the literature on strategic entrepreneurship by incorporating the ramifications of business model innovation into the theory on firms' resource configuration and its underlying processes to enable strategic entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

THEME RESEARCH PAPER SESSION ASYNCHRONOUS

layer model of initial trust formation for settings involving provable transactions. We test our model using a sample of 536 smart contracts deployed on the Ethereum blockchain. Smart contracts are immutable, publicly visible, and automatically executed computer protocols which allow to ex-ante verify the outcome of a transaction and thus hold the promise of facilitating provable transactions. With a moderated regression model, we test which trust layer is responsible for trust formation and on which factors this formation is contingent. Our findings suggest that blockchain and smart contracts do not remove the necessity of trust from transactions but introduce a new type of trust which reinforces classical trust cues.

[view paper \(if available\)](#)

Asynchronous

RESEARCH PAPER SESSION ASYNCHRONOUS

TIM

Ecosystems & Platforms: Platform Governance II (session 1628)

Two to Tango? Psychological Contract Breach on Online Labor Markets

Author: **Jörg Claussen**; LMU Munich & Copenhagen Business School

Author: **Pooyan Khashabi**; LMU Munich

Author: **Mareike Seifried**; Ludwig Maximilian U. of Munich (LMU)

Despite some advantages over traditional (offline) labor markets – such as lower search costs, better matching and improved monitoring – online labor markets (OLMs) have not taken off as initially expected. In this paper, we study the factors that limit perceived project success on OLMs. Using psychological contract theory, we theorize how

TIM

Knowledge Management & Learning: Feedback and Search (session 1622)

Patterns of Knowledge Flow: Cycles of Divergence and Convergence in Printers

Author: **Shih-Chang Hung**; National Tsing Hua U.

Author: **Jiun-Yan Lai**; National Tsing Hua U.

Author: **John S. Liu**; National Taiwan U. of Science and Technology

This paper considers technological trajectories as a series of problem-solving activities, manifesting the pattern of divergence-convergence knowledge flow. We propose that technological trajectories diverge when new knowledge is able to solve the problem of most concern. Relatedly, technological trajectories converge when existing knowledge becomes obsolescent in the face of new problems. To

common OLM features including contracts with virtual monitoring, multi-freelancer projects, and simultaneous projects by a client trigger the perception of psychological contract breach among OLM participants and reduce perceived project success for both participants. We test these hypotheses using an extensive dataset with more than 143,000 transactions on the world's largest freelancing platform, Upwork, and find that – contrary to predictions from agency theory – projects equipped with strict freelancer monitoring (hourly-pay contracts) and projects enabling peer comparison (multi-freelancer projects or multiple simultaneous projects), lead to lower perceived project success both from the freelancer's and the client's perspective. Our work implies that transactions on online labor markets should not be viewed solely as agency relations, and that some features that supposedly reduce agency costs and improve efficiency on OLMs come at the cost of triggering the perception of psychological contract breach.

view paper (if available)

Can Business Model Success be Evaluated? A Mixed Method Approach with Digital Marketplaces

Author: **Erich Renz**; U. of Regensburg

Author: **Stefanie Steinhauser**; U. of Regensburg

Author: **Laura Stiller**; U. of Regensburg

Author: **Alexander Zanon**; U. of Regensburg

In this paper, we identify possible success factors of multi-sided platforms. To this end, we conducted an explorative quantitative study. Based on the literature on network effects, platforms, and business models, we develop a codebook that supports quantitative document analysis. We study the data collected using multiple linear regression in order to determine their influence on the success of the platforms, which we define as received funding and turnover. The focus on digital marketplaces, a type of multi-sided platforms, is necessary to achieve robust results and to reveal significant effects. Our analysis shows that several value propositions, central members or key partners, and the addressing of B2C and B2B customers can have a positive effect on success. The results demonstrate a positive effect if users can take on

illustrate our ideas, we choose to study the technological evolution of the thermal inkjet print head, using key-route search and the patent assignee cross-citation network. The thermal inkjet print head experienced three cycles of divergence-convergence knowledge flow, each of which is characterized by the problem of most concern and referred solution. To enhance the rigor of our analysis, we also draw on archival data to examine in more detail the identified main paths as well as the assignee cross-citation network.

view paper (if available)

Identifying Base-Moving Strategies: Learning Mechanisms and Barriers in Project-Based Organizations

Author: **Georg Windisch**; TUM School of Management, Technical U. of Munich

Research has established that learning at and across different level is of utmost importance for project-based organizations (pbo's) to identify and develop new strategies. At the same time, pbo's face inherent weaknesses in exactly these areas: organizational learning and firm-level strategizing. Literature to date has created a large body of knowledge on learning and capability building in support or in consequence of pursuing new strategies, that is a new strategy is already defined and firms improve on executing it through vanguard (also called "innovative") projects. Yet, apart from few conceptual attempts, a profound empirical analysis of learning mechanisms that lead to the identification and development of new strategies – as prerequisite to initiate innovative projects - is missing so far. Consequently, the question this study aims to answer is the following: How does learning in project-based organizations lead to the development of new strategies? We put particular emphasis on which learning mechanisms occur throughout strategy development and which obstacles might lead to the difficulties on organizational learning, as identified by previous research. To answer this question, the author conducted a 16-month ethnographic case study on a pbo in the rail transport industry that faced a fundamental change in its business environment and, over a period of almost two decades and with

several platform roles, if several revenue sources exist, and if platforms offer their value proposition via website as well as mobile application. Contrary to expectations, several key revenue streams have a negative impact on the company's success. We observed negative influence on success in the absence of certification of the providers on the platform. It is therefore likely to be a hygiene factor and not a success factor. With our research results, we contribute to the evaluation and comparison of digital marketplaces and their underlying drivers using a mixed-method approach.

[view paper \(if available\)](#)

Platform Venture Capital Investments and the Introduction and Withdrawal of Complementary Products

Author: **Joey Van Angeren**; Vrije U. Amsterdam
Author: **Arvind Karunakaran**; McGill U.

Many platform providers are involved in corporate venturing. Increasingly, platform providers stake out minority equity investments in complementors from their own platform ecosystem as an act of ecosystem governance, a practice that we refer to as platform venture capital (PVC). We study how other complementors respond to such investments, as it pertains to their decisions to introduce and withdraw complementary products. Building upon the triadic exchange structure and contingent adoption nature that are characteristic for platforms, we advance theoretical arguments that position PVC as a powerful proxy for customer demand in the platform ecosystem. We explore the implications of PVC for complementary product introduction and withdrawal by assessing the consequences of 24 PVC investments in the context of Salesforce's platform ecosystem. Consistent with our theoretical arguments, we show that complementors tend to view PVC as a signal of opportunity rather than as a potential threat, such that they are more likely to introduce and less likely to withdraw complementary products in product categories affected by PVC. We also show that these effects are weaker for complementors with greater platform ecosystem experience and multihoming complementors that are better positioned to access information on the preference of platform

the extensive help of internal consultants, managed to successfully identify and develop a new strategy to adapt to its new competitive landscape. Building on this, we put forward the concept of a self-locking cycle, which hindered the firm to conduct strategy development by their own efforts. Further we identified three learning mechanisms conducted by the internal consultants that allowed to overcome this self-locking cycle in our focal firm and finally enabled successful strategy development: project-oriented, business environment-oriented, and organization-oriented learning.

[view paper \(if available\)](#)

Abandonment of Patented Inventions in an Emerging Economy: How Would Peers' Decisions Matter?

Author: **Lipeng Ge**; U. of Groningen

This study applies the inter-organizational imitation perspective to analyze a firm's decision of abandoning invention efforts in a technological space. In particular, a growing number of peers' abandonment decisions in a technological space would impose the institutional pressure on the focal firm to follow the crowd, and has implications for its abandonment decision in the same technological space. Moreover, the impact of peers' abandonment decisions is contingent on how the focal firm frames its abandonment decision in the gain versus loss domain. Studying Chinese publicly listed firms' abandonment decision, we document a higher likelihood of the focal firm's abandonment decision in a technological space where it observes more peers' abandonment decisions. Moreover, the imitation impact is weakened when firms have superior downstream capability or are financially performing well.

[view paper \(if available\)](#)

Microfoundations of Problemistic Search: Toward a Triple Portfolio Strategy in Innovations

Author: **William C Zhou**; U. of Massachusetts Lowell

Although the extant literature of behavior theory of

customers.

[view paper \(if available\)](#)

Orchestration of a Platform-Based Ecosystem and the Role of Complementor Exclusivity

Author: **Vidya Oruganti**; Grenoble Ecole de Management

To build an ecosystem around it, a central platform firm needs to bring both sides on board –the end users and the complementors. Price subsidisation and complementor exclusivity have been traditional ways to trigger indirect network effects and gain volumes. However, exclusivity comes with its share of risks as it can lead to complementor monopoly and high costs to the platform. Additionally, a central platform also needs to balance the quantity vs the quality of complementors because crowding of complementors can drive down quality of the platform. Despite this conundrum, the role of exclusivity in platform strategizing has received limited attention. I address this issue in this study, through a single in-depth case study. I highlight the degree and directions of exclusivity through the evolution phases of a platform, and underscore the persistent role of exclusivity in a platform’s strategy.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

the firm has found that underperformed firms are likely to engage in the problemistic search, little is known about how firms re-allocate their innovation resources according to performance feedback. This study aims to uncover the microfoundations of problemistic search by elaborating on the linkages of firm performance aspirations to firms’ patent portfolios. Combining the related literatures on performance feedback and innovation portfolios management, we argue that it is more likely for underperformed firms to adapt a triple portfolio strategy in managing innovation activities - reducing radical innovations, strengthening incremental innovations, and reducing trivial innovations in the portfolios. Our empirical patent analysis of U.S. public companies largely supports our predictions on the triple portfolio strategy.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Open Innovation: Open Innovation Performance (session 1627)

Does Remixing Facilitate User Innovation? An Exploratory Study of an Online 3D Printing Platform

Designated as a “Best Paper” for TIM

Author: **Thomas Gillier**; Grenoble Ecole de Management

Author: **Sergio Toral Marín**; U. of Sevilla

Author: **Rocio Martinez-Torres**; U. of Sevilla

TIM

Organizational Innovation: Commercialization and Utilization of Innovations (session 1623)

R&D Team Composition and the Internal Versus External Diffusion of Inventions

Author: **Martin C. Goossen**; Old Dominion U.

Author: **Holmer Kok**; Stockholm School of Economics

Many makers join online makerspace communities to develop their own inventions. These online platforms often encourage makers to collaborate by modifying existing 3D-based designs, a co-creation practice known as 'remixing'. Still, there is little empirical evidence that such co-creation practice is beneficial for developing user innovations. Are products derived from prior designs more creative than designs created from scratch? Does remixing facilitate the diffusion of user-generated products in online user communities? This study is based on a quantitative analysis of the genealogy of more than 67,000 3D-based designs in the world's largest online 3D printing community. Findings reveal that, on average, products derived from prior designs are more novel and diffuse better in the online community than the products created from scratch. A second finding is that the number of prior reused by the makers is important. We find that the number of prior reused designs significantly increases product uniqueness. We find that the more prior designs are re-used, the more unique the design. However, we find that too much remixing is detrimental to product novelty and product diffusion. Product novelty and product diffusion both increase with remixing but start to decrease when more than three prior designs are re-used.

[view paper \(if available\)](#)

Many Hands Make New Design? Exploring Consumers' Design Newness Perceptions of Crowdsourced Products

Author: **Lukas Maier**; Friedrich-Alexander U. of Erlangen-Nürnberg

Author: **Christian V. Baccarella**; FAU Erlangen-Nürnberg

Author: **Kai-Ingo Voigt**; Friedrich-Alexander U. of Erlangen-Nürnberg

This research builds on consumer inference theory to examine consumers' design newness perceptions of crowdsourced products. Over the course of two experimental studies, we find that consumers perceive higher levels of design newness for products that are labeled as crowdsourced (selected and/or designed by users). In turn, these positive

Extant literature has demonstrated how R&D team composition influences the diffusion of new inventions. Yet, this literature has largely overlooked whether these benefits stemming from subsequent inventions are captured by the originating firm or by its competitors. In this study, we explore how R&D team characteristics influence diffusion within the same firm as well as beyond, arguing that the organizational position of the team, its size, and its tenure affect internal and external diffusion differently. An empirical analysis of 19,719 patented inventions developed by a large electronics conglomerate provide robust evidence for the differential effect of R&D team composition on subsequent diffusion within and beyond the firm. The findings of this study contribute to literature on knowledge diffusion, value creation and capture, and team compositions.

[view paper \(if available\)](#)

The Exaptive Channel of Innovation: An Historical Analysis

Designated as a "Best Paper" for TIM

Author: **Pierpaolo Andriani**; Kedge Business School

Author: **Renata Kaminska**; SKEMA Business School, U. Côte d'Azur (GREDEG)

Theory of technological change fails to account for innovation stemming from affordances of previously developed artefacts. Building on Arthur's model of invention, we develop a model based on three channels, we term - need, theory and exaptive. A historical analysis of instances of emergence of new technologies stemming from a single compound, the coal tar, shows that the exaptive channel plays a role in all innovations and, in some cases, it is the main determinant. Our main contribution lies in highlighting the ubiquity and the importance of the largely neglected exaptation channel in generating radical technologies.

[view paper \(if available\)](#)

Commercialization Barriers and their Characteristics in Innovation Projects

Author: **Helle Aarøe Nissen**; U. of Southern

design newness perceptions increase consumers' purchase intentions. Furthermore, our findings reveal that the design newness effect of crowdsourcing exists for both products with an aesthetic focus and products with a functional innovation focus. By examining the role of product design newness, these findings help us to further understand the underlying mechanisms driving consumers to value crowdsourced products.

[view paper \(if available\)](#)

Quantifying Open Innovation: A Machine-Learning Textual Analysis Approach (WITHDRAWN)

Author: **Thomas Schäper**; WWU Münster

Author: **Christopher Jung**; WWU Münster

Author: **J. Nils Foege**; WWU Münster

Author: **Stephan Nüesch**; Westfälische Wilhelms-U. Münster

While the concept of open innovation has drawn the attention of scholars and practitioners alike, it still remains difficult to capture it particularly in a quantitative, longitudinal setting where data about open innovation activities is largely absent. This impedes an adequate assessment of open innovations' long-term implications for firms' innovation and financial performance. While researchers have extensively examined the former link, the latter is controversially discussed against the backdrop of the costs and benefits of open innovation but remains largely unexplored. In this study, we develop and validate a longitudinal, text-based measure for firms' open innovation activities, and probe related performance implications in a longitudinal, cross-industry setting. Combining machine-learning content analysis to create an open innovation dictionary, we analyze the 10-K annual reports of 8,491 publicly listed firms in the U.S. between 1994 and 2016. Our results support our theorizing that curvilinear relationships that take an inverted U-shape exist both between open innovation and innovation performance, and open innovation and financial performance.

[view paper \(if available\)](#)

Denmark

Author: **Mette Praest Knudsen**; U. of Southern Denmark

Innovation research most often focus on innovation barriers from a firm-level perspective, and it is well-recognized that commercialization barriers are an important hurdle for innovating firms. However, current research lacks to investigate the more fine-grained characteristics of specific commercialization barriers occurring in firms' innovation projects. Based on a multiple case study of 12 firms, this study dives into commercialization barriers experienced during innovation projects to provide a detailed picture of their characteristics. This is important as commercialization is a particularly challenging part of innovation projects. The findings characterize 16 specific commercialization barriers and order them in accordance to their occurrences across cases. Furthermore, the study demonstrates which innovation project-specific barriers are related to the firms' internal organizational structure and which ones are related to their external environment.

[view paper \(if available\)](#)

Small and Seasoned - The Capacity of Firms to Build Upon their Inventive Breakthroughs

Author: **Charles Connaughton**; U. of Washington

Author: **Anna Fung**; American U., Kogod School of Business

Author: **H Kevin Steensma**; U. of Washington

Breakthrough inventions are a key driver of growth in many industries. However, the inventing firm does not always benefit from their discovery. Building upon the knowledge-based view of the firm, we investigate which firms are more likely to benefit from their own inventive breakthroughs. Utilizing machine learning on 5.5 million USPTO patent abstracts, we identify 1,644 breakthrough inventions on which we conduct our analysis. We find that experienced firms tend to benefit more from their breakthrough inventions than younger firms, while smaller firms benefit more from their breakthrough inventions than larger firms. This implies the growth accumulated by older firms may inhibit its capacity to benefit from its experience.

Openness of Technological and Nontechnological Innovations

Author: **Fernando Sanchez**; U. del Desarrollo
Author: **Fariborz Damanpour**; Rutgers U.

Research on open innovation has mainly focused on the management of flows of knowledge sources across organizational boundaries and its effect on technological (product and process) innovations. This article aims to extend the study of open innovation to nontechnological (organizational and marketing) innovations. We argue that extending the study of open innovation to nontechnological innovations gives an opportunity to create a theoretical bridge between the emerging open innovation literature and the expansive literature on organizational innovation, with useful implications for managerial practice. Empirical models are estimated using 3,977 firms from three consecutive panels of Chilean's Community Innovation Survey, 2009-2014. The findings suggest that external sources have a u-shape relationship with technological innovations but a direct relationship with nontechnological innovations, showing that the limits of external knowledge sources on innovation outcome depend on the type of innovation organizations pursue. We discuss the implications of the findings and propose a conceptual model for future research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Society & Technology: CSR and Stakeholders (session 1626)

Antecedents of Responsible Ambidexterity of Research and Innovation: An Agency Perspective

Author: **Liang Mei**; National School of Development at Peking U.

Author: **Nana Zhang**; School of Economics and Management, Beijing Jiaotong U., China

The potential conflict of diverse responsible principles of science and technology (S&T) and

ENT

Diversity, Gender, and Ethnicity 3 (session 1547)

Performance of Ethnically Diverse Startup Teams: An Empirical Test

Author: **Sean Evan Wise**; Ryerson U.

Author: **Andre O. Laplume**; Ted Rogers School of Management, Ryerson U.

Author: **Sepideh Yeganegi**; Wilfrid Laurier U.

Extant literature suggests that network diversity can generate positive outcomes for startups. We

multi-stakeholders' value assessment make research and innovation (R&I) regarded as responsible comprehensively as well as exclusively. The study adopts two constructs – “responsible comprehensiveness” and “responsible appropriability” of S&T – to illustrate the responsible ambidexterity of R&I, and explores the relevant antecedents from an agency perspective. Upon 19707 individual-level poll data, it explores the relationship of three typologies of agency (involving iterational agency, strategic agency, ethical agency) on the responsible comprehensiveness and responsible appropriability of S&T. Results entail positive relationship between iterational agency and responsible appropriability, and between strategic agency and responsible comprehensiveness; And U-shaped effects of iterational agency on responsible comprehensiveness, strategic agency on responsible appropriability, and ethical agency on both responsible comprehensiveness and responsible appropriability of S&T. Moreover, ethical agency is found to be more important for the responsible appropriability rather than the responsible comprehensiveness of S&T.

[view paper \(if available\)](#)

Managing Climate Change by Managing Stakeholders? Information Processing in Urban Innovation

Author: **Julia Kroh**; Kiel U.

Author: **Carsten Schultz**; Christian-Albrechts-U. of Kiel

Urban renewal is increasing in relevance, mainly due to the need to address climate change. In pursuit of this goal, urban innovations target the development and implementation of collectively used infrastructures and resources in cities, like smart city solutions. These endeavors require the involvement of stakeholders to identify their needs and to garner their active support in urban environments. As a result, urban innovation projects can implement concrete solutions for ecological sustainability in local ecosystems that display multiple and frequent conflicting interests. Our study draws on stakeholder theory to investigate how the breadth of stakeholder involvement (the number of different stakeholder groups) and the depth of stakeholder

examine the case of ethnic diversity as a driver of network diversity and hypothesize that ethnic diversity increases startup acquisition likelihood. Furthermore, we hypothesize that the positive relationship between ethnic diversity and acquisition likelihood increases for teams with greater professional experience. We find empirical support for our hypotheses using a dataset of startups that participated in the Techstars accelerator program between 2010 and 2018. The implication of this study is that ethnic diversity in startup teams drives acquisition likelihood through the mechanisms of cognitive and network diversity which lead to information processing advantages, but that this effect is present mainly for more experienced teams.

[view paper \(if available\)](#)

Indigenous Female Entrepreneurs and entrepreneurial resilience. The role of Individual Traits (WITHDRAWN)

Author: **Antonio Padilla-Melendez**; U. of Málaga

Author: **Antonio Ciruela-Lorenzo**; U. of Málaga

Author: **Ana Rosa Del aguila-obra**; U. of Málaga

Author: **Juan José Plaza-Angulo**; U. of Málaga

In this paper, personal characteristics of female indigenous entrepreneurs (FE), in terms of their resilience to continue with their entrepreneurial activity, provided the common adverse situation they face in their lives at environmental, community, and family level, are studied. Self-reported entrepreneurial activities of 32 participants with activity in an organised market in the region of Cochabamba (Bolivia) are analysed to illustrate ways in which FE have overcome extreme conditions in their life. Self-identified critical incidents have being used to illustrate ways in which FE develop their businesses in order to survive. Resilience is found to be relevant not only at individual but also at community level. Surprisingly, we found a perceived discrimination for being a woman, but not for being indigenous, being relevant the factor of machismo, together with poverty. Most FE were engaged in community activities and had a general good family support, but needed to be better organised as a community. This work contributes to the Indigenous Entrepreneurship literature by revealing the main

involvement (the collaboration intensity with external stakeholders during the early innovation phase) affect the implementation orientation of urban innovation projects. Building on the perspective of information processing theory, we suggest that the efficacy of stakeholder involvement depends on the use of digital involvement and formalization tools. To explore these relationships, we analyze 106 urban innovation projects for energy efficiency improvements in urban districts. We use a text mining analysis of planning documents to assess the implementation orientation of targeted innovations and survey data to measure the independent variables. The results provide empirical evidence that (i) a broad involvement of stakeholders affects urban innovations' implementation negatively, but a deep stakeholder involvement has the opposite effect, and that (ii) intensive use of digital involvement tools support stakeholder involvement, while (iii) a high degree of IT supported project formalization weakens the positive effect of stakeholder involvement intensity on the implementation orientation.

view paper (if available)

Privacy and Personalization Strategies for Winning Customer Trust and Promoting Customer Engagement

Author: **Qiyao Pu**; Weatherhead School of Management, CWRU

Author: **Jagdip Singh**; Case Western Reserve U.

Author: **Satish Nambisan**; Weatherhead School of Management, Case Western Reserve U.

Author: **Sunita Sah**; Cornell SC Johnson College of Business

Author: **Timothy Summers**; Arizona State U.

Increasing deployment of technologies and AI-infused analytics to deliver personalized offerings amplifies consumers' privacy concerns and challenges their trust in the firm. Mitigating customers' privacy concerns and communicating personalization benefits is a challenge for firms; yet little is known to differentiate strategies that overcome from those that exacerbate these challenges. To address this challenge, this research conceptualizes transparency, control, adaptation, collaboration as the primary privacy-personalization

entrepreneurial resilience factors in its influence on survival of FE.

view paper (if available)

Why Do Women Entrepreneurs Behave Dominantly in the Workplace, and What Does It Mean?

Author: **Dan Ni**; School of Economics and Management Tsinghua U.

Author: **Ning Li**; U. of Iowa

Author: **Jiixin Lin**; Guizhou U.

Today, a growing number of women are becoming entrepreneurs and holding a greater percentage of leader roles. We develop a research model, grounded in gender role theory and expectancy violations theory, about why and when women entrepreneurs behave dominantly in the workplace, and what consequences come of it. Utilizing a family embeddedness perspective, we propose that women's dominance in providing family income is positively related to venture performance via increased entrepreneurs' workplace dominance. Less industry experience strengthens the positive relationship between dominance in family income and workplace dominance, and also promotes an indirect effect of dominance in family income on venture performance through workplace dominance. Data collected from 58 women entrepreneurs and 271 members of their top management teams through a two-wave survey support our hypotheses. This study enriches the women entrepreneurship literature.

view paper (if available)

Becoming a Mompreneur: How Parental Leave Policies Prevent Mothers from Entering Self-Employment

Author: **Ruud Gerards**; Maastricht U., School of Business & Economics

Author: **Julia Kensbock**; Maastricht U., School of Business & Economics

Author: **Pomme Theunissen**; Maastricht U., School of Business & Economics

strategies, based on existing literature and firms' practices. Privacy-personalization strategies can be defined as strategies that maybe, or are, implemented by firms to manage privacy and personalization, i.e., encourage customers to release personal data by mitigating their privacy concerns and communicating personalization payoffs. Firms can use either adaptation or collaboration strategy to deliver personalization payoffs, whereas transparency and control emphasize on protecting consumer privacy during the process. Using trust theory, we conceptualize that privacy-personalization strategies impact consumer continuance behavior through firm's trustworthiness. Together, our studies will advance the literature on privacy and personalization strategies and provide insights for firms in designing effective privacy strategies.

[view paper \(if available\)](#)

The Impact of Mandatory CSR Disclosure on R&D Investment: A Quasi-Natural Experiment

Author: **Luu Thi Nguyen**; Tongji U.

Author: **Shouming Chen**; Tongji U.

Author: **Jian Wang**; Tongji U.

In this paper, we investigate how mandatory disclosure of corporate social responsibility (CSR) influences a firm's research and development (R&D) investment. The discussion is of interest since innovation is important for competitiveness and sustainability in both firm- and nation-level, and the disclosure of CSR could be, in part, regulated. The method of difference-in-differences along with propensity score matching technique are employed in the setting of a quasi-natural experiment based on the 2008 CSR disclosure mandate in China. The empirical results indicate a positive effect of mandatory CSR disclosure on the level at which a firm would invest in R&D. In addition, the effect is shown to be stronger in privately-owned than in state-owned firms, and in manufacturing than in non-manufacturing sector. We further discuss the insights of the findings, and suggest several managerial and policy implications.

[view paper \(if available\)](#)

To close the gender gap within entrepreneurship, research needs to explain what inhibits women to found businesses. We put a spotlight on "mompreneurs"—mothers who choose their path into entrepreneurship. Drawing on career development and female entrepreneurship literature, we argue that the time after childbirth is an important liminal phase enabling women to reflect upon their career, including the option to become self-employed. In a natural experiment in Germany, we show that contractionary parental leave policy reforms discourage mothers to become entrepreneurs. The effect is due to the reduced period of paid parental leave, not the amount of cash benefits.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ENT

Ecosystem 1 (session 1545)

It Takes a Village to Build an Ecosystem: Collaborative Governance of Entrepreneurial Ecosystems

Author: **Michaela Hruskova**; Adam Smith Business School, U. of Glasgow

Recent insights from the academic and practitioner literature suggest that entrepreneurial ecosystems are collectively governed by a wide range of stakeholders who have a shared responsibility for nurturing their ecosystem. Governing entrepreneurial ecosystems refers to ecosystem actors working collaboratively and in a self-organising way on the development of their local entrepreneurial environment, but the phenomenon is currently under-theorised. This qualitative study explores the phenomenon of governance of entrepreneurial ecosystems by studying the local ecosystem in Edinburgh, Scotland. This paper presents key emerging findings pertaining to the key ecosystem governance actors, structures, and processes. One, results show that different stakeholders have a different understanding of the notion of an entrepreneurial ecosystem, their role in it, and its value. Two, this study outlines the key mechanisms of governance and the role that various stakeholders play in governing their ecosystem, both formally and informally. Three, results also evidence the existence of 'metagovernance', i.e. a deliberate process of orchestrating the work and performance of the actors in the ecosystem. Finally, the study also makes a valuable contribution in relation to ecosystem leadership.

[view paper \(if available\)](#)

Different Strokes for Different Folks: A Configurational Analysis of Entrepreneurial Ecosystems

ENT

Entrepreneurial Orientation (session 1541)

Entrepreneurial Orientation as Experimentation and Advantage: Is there a Double-Edged Sword Dilemma?

Author: **Oleksiy Osiyevskyy**; U. of Calgary

Author: **Galina Shirokova**; Graduate School of Management St.Petersburg State U.

Author: **Karina Bogatyreva**; Graduate School of Management St.Petersburg State U.

This research seeks to explain why a metaphor of EO as a 'double-edged' sword is necessitated by exploring how and why EO is a driver of firm performance growth and variance. In doing so, we examine when, how, and why EO's two principle components, managerial attitudes toward risk-taking and firm-level entrepreneurial behavior, align with either an EO-as-experimentation and EO-as-advantage perspective as theorized by Wiklund and Shepherd (2011). Moreover, we explore the moderating effect of human capital upon the EO component-firm outcome relationships to advance our understanding of an essential performance boundary condition.

[view paper \(if available\)](#)

Exploring the Cognitive and Behavioral Antecedents of Entrepreneurial Orientation: An Empirical Study

Author: **Mujtaba Ahsan**; San Diego State U.

Author: **Baris Istipliler**; U. of Mannheim / Germany

Author: **Michael Gyensare**; School of Business and Law, Edith Cowan U.

In this paper, we examine the cognitive and behavioral antecedents of entrepreneurial orientation (EO) by investigating the relationship between entrepreneurial alertness (EA), bricolage,

Designated as a “Best Paper” for ENT
Author: **Daniel L. Bennett**; U. of Louisville
Author: **Siddharth Vedula**; Babson College

We conceptualize regional entrepreneurial ecosystems (EE) as heterogeneous configurations of interdependent actors, resources, and capabilities with the potential to encourage various types of entrepreneurship. We develop a large longitudinal database for 358 U.S. MSAs over the period 2003-2014 to explore, using fuzzy-set qualitative comparative analysis, what EE configurations are most conducive to three distinct types of entrepreneurship: self-employment, formal entrepreneurship, and high-growth entrepreneurship. Our findings suggest that human & knowledge capital is an essential pillar for high-growth entrepreneurship, while a market-orientation and individualistic culture are essential pillars for both self-employment and formal entrepreneurship. They also suggest that regions face trade-offs with respect to the other EE pillars. We also explore the degree to which configurations are stable or change over time, contributing to the emerging dynamic EE perspective.

[view paper \(if available\)](#)

How Transaction Cost Economics Reveal the Dual Nature of Entrepreneurial Ecosystems

Author: **Philip J. Piercey**; Haskayne School of Business, U. of Calgary

The entrepreneurial ecosystems literature is marred by a reliance on vague causal explanations, preventing this burgeoning concept from adequately specifying how it supports entrepreneurial activity. To provide further insight into the functioning of entrepreneurial ecosystems, I interpret them as a form of market governance that generates economies for entrepreneurs' transactions. This relationship between entrepreneurs and the ecosystems they inhabit appears to be largely beneficial but is not without limits. An examination of the special case of nascent entrepreneurs points to ways in which elements of entrepreneurial ecosystems can also create diseconomies, particularly through over-embeddedness, congestion, and exclusion factors. I

and EO. Specifically, we disentangle and delve into the effect of the three distinct components of EA; scanning and search, association and connection, and evaluation and judgement on bricolage behaviors. Using a sample of 249 entrepreneurs from Ghana, we find support for a significant non-linear relationship of first two components with bricolage, whereas we do not observe a significant effect for evaluation and judgement. Furthermore, we demonstrate that the relationship between scanning and search as well as association and connection components of EA and EO is mediated by bricolage, especially in the dynamic environments. Our findings provide interesting insights on the cognitive and behavioral antecedents of EO.

[view paper \(if available\)](#)

How Entrepreneurial Orientation Affects R&D Alliance Performance

Author: **Wan Chen**; School of Management, Xi'an Jiaotong U.

Author: **Longwei Wang**; School of Management, Xi'an Jiaotong U.

Alliance success or failure has been one of hot topics in strategic management area. This study attempts to examine how the firm-level factor—entrepreneurial orientation of focal firm affects alliance outcomes. Furthermore, it also aims to investigate how uncertainty sources (competitive intensity and entrepreneurial orientation firm's dependence on its partner) condition the entrepreneurial orientation- alliance performance relationship. Survey data from 196 R&D alliances in China indicates that the relationship of entrepreneurial orientation and alliance performance displays an inverted U-shape. Meanwhile, this relationship is negatively moderated by competitive intensity and entrepreneurial orientation firm's dependence on its partner. This study highlights the dual role of entrepreneurial orientation in R&D alliance, providing new insights for explaining the inconsistent conclusion on the relationship between entrepreneurial orientation and alliance performance. Besides, it also has a more thorough understanding of how different levels of EO in R&D alliance affect alliance

conclude that an alignment of entrepreneurs' specific conditions with ecosystem elements is needed to maintain low transaction costs, introducing a key contingency for the efficacy of entrepreneurial ecosystems. Future research paths are suggested to further probe this relationship, particularly through case study approaches.

[view paper \(if available\)](#)

Towards a Better Entrepreneurship Ecosystem: A Critical Review

Author: **Elie Abi Saad**; École des Hautes Études Commerciales de Montréal - HEC Montreal

In this review of the literature, I develop an overarching framework through an integration of the previous body work on entrepreneurship ecosystem. This stream of research is growing rapidly, and while promising efforts are being directed towards improved theoretical and methodological contributions, the field can presently be described as undertheorized, fragmented and difficult to quantify. Through mapping the main determinants and outcomes contained in this wide literature, I provide a comprehensive organization of this domain and synthesize its respective findings. In doing so, I offer a practical and integrative framework with the goal of developing a more nuanced understanding of this stream of research. I hope the resulting integration will inspire scholars to continue examining how the entrepreneurship ecosystem can be an effective tool for entrepreneurship activity to emerge.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Family Firm: Employees (session 1542)

performance by incorporating external and internal uncertainty sources—competitive intensity and entrepreneurial orientation firm's dependence on its partner—into the boundary conditions.

[view paper \(if available\)](#)

Institutional Imprints, Entrepreneurial Orientation, and Growth of Firms in a Transition Economy

Author: **Khine Tin Zar Lwin**; U. of Waikato

Author: **Paresha N. Sinha**; U. of Waikato

Author: **Jenny Gibb**; U. of Waikato

Entrepreneurial orientation is a key determinant for the performance of firms where a range of internal and external factors that affect the EO behaviour of the firms have been examined. Yet, there is no examination of the potentially important role that founding imprints may play in shaping EO. We examine how the past founding institutional environment, i.e. regulatory and market imprints, constrains the EO behaviour by deterring the growth of incumbent firms founded under the past non-market environment in a transition economy. Using the data from a cohort of 153 firms founded under a non-market environment in Myanmar, the current study demonstrates that both founding non-market regulatory and market imprints attenuate EO behaviour, and that EO promotes firms' growth. The findings also indicate that EO serves as an essential intervening mechanism that dismantles the transmission of negative influences of institutional imprints on the growth attainment of firms established under a non-market system.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Global 2 (session 1540)

Broadening our Sight on Family Firms and Employment Changes: The Role of Institutional Risks

Author: **Alfredo De Massis**; Free U. Bozen, Bolzano and Lancaster U.

Author: **Luis R. Gomez-Mejia**; Arizona State U.

Author: **Ivan Miroshnychenko**; Free U. Bozen, Bolzano

Author: **Fernando Muñoz-Bullón**; U. Carlos III de Madrid

Author: **Maria J. Sanchez-Bueno**; U. Carlos III de Madrid

Job security is increasingly valued by employees worldwide. This paper examines the effect of family involvement on employment changes over time in different institutional environments. Using an unbalanced panel of 3,322 listed firms from 40 countries over the 10- year period, we find that family firms on average are less likely to reduce employment compared to their non-family counterparts. Moreover, the superior ability of family firms to protect labor continues to hold even in weak institutional environments, characterized by high political, socioeconomic and investment risks. We also find that the negative effect of family influence on employment reduction varies significantly across different types of family firms in different institutional environment. These findings have important implications for theory and practice.

[view paper \(if available\)](#)

Employee Mobility in Family and Non-Family Firms: The Role of Family Firm-Specific Human Capital

Author: **Michael C. Withers**; Texas A&M U.

Author: **Francesco Chirico**; Macquarie Business School, Macquarie U.

Author: **Giuseppe Criaco**; Erasmus U. Rotterdam

Author: **Massimo Bau**; Jonkoping International Business School

Drawing on human capital theory of employee mobility, we develop theory regarding family firm-specific human capital. Specifically, we argue that nonfamily employees of family firms are less likely to change their job than employees of nonfamily firms. We then examine employees' mobility and the

Foreign Entrepreneurs' Social Networks and Business Performance: Contingent Effects of Political

Author: **Ali Ahmad**; School of Economics & Management, Tongji U.

Author: **Ali NAWAZ Khan**; School of Economics & Management, Tongji U.

Author: **Tahir Islam**; Tongji U.

Author: **Monika Katarzyna Zapala**; Tongji U.

This study explored how social networks of foreign entrepreneurs influence their business venture performance and how government policy uncertainty and political networking moderate this relationship. Using survey data from foreign business ventures in China, we find that foreign entrepreneurs' network structural holes significantly contribute to their business venture performance. However, government policy uncertainty moderates the relationship between network structural holes and business venture performance. In three way interaction, the findings suggest that the positive relationship between network structural holes and business venture performance is reinforced by political networking, especially when government policy uncertainty is low. This study contributes to the international entrepreneurship and social network literature and provides a profound understanding of the mechanism that facilitates foreign business venture performance.

[view paper \(if available\)](#)

Under What Context Do Regulations Explain Cross-National Differences in Productive Entrepreneurship

Author: **Ratan Dheer**; Eastern Michigan U.

Author: **Len Trevino**; Florida Atlantic U.

Increasing the pace of opportunity entrepreneurship has gained priority in policy debates globally, and despite significant investment in resources, the outcomes are disappointing. We use an institutional theory framework to examine whether culture is the missing link in our understanding of the factors that explain the growth in opportunity entrepreneurship across nations. Based on data from sixty-two nations, our analyses indicates that the autonomy-embeddedness and egalitarianism-hierarchy

compensation outcome when such jobs changes occur. To examine these relationships, we utilize a unique dataset of all Swedish employees' job changes from 2001 to 2012. Overall, with supportive empirical results, the present study offers a deeper understanding of employees' mobility towards family and nonfamily private firms.

[view paper \(if available\)](#)

Encouraging Non-Family Employee Voice in Family Firm: The Role Model Effect of Owning Family

Author: **Yingnan Zhao**; Nanjing U.; school of business

Author: **Yijie Min**; Guanghua School of Management, Peking U.

Author: **Zhi Liu**; Guanghua School of Management, Peking U.

Employee voice contributes to both individual- and firm-level performance, yet we know little about voice behavior in the family firm. In this study, we highlight the role of owning family's open communication style and propose it affects non-family employee voice via a role modeling mechanism. Then, we consider this process is interfered by owning families' socioemotional wealth (SEW) concerns, and test the joint moderation effect of family employment and altruism variables, which represent family influence and attachment dimensions of SEW, respectively. Data collected from 251 employees in 37 family SME support complex relations: (1) in the cases of high family employment with low family altruism, family open communication enhances non-family employee voice; (2) in the cases of high family employment with high family altruism, family open communication plays a hindering role; (3) meanwhile, family open communication does not have a significant effect when family employment is low. Theoretically, we integrate social learning theory and SEW model, and contribute to both SEW conflict and family heterogeneity literature. Practically, we make suggestions for owning family to enhance non-family employee voice.

[view paper \(if available\)](#)

dimensions of culture play a significant role in moderating the effect of regulatory burden on the growth of opportunity over necessity entrepreneurship across nations. We discuss our findings and suggest implications for public policy.

[view paper \(if available\)](#)

Export Regulations, Credit Markets, and Corruption: Implications for Internationalization

Author: **David Audretsch**; Indiana U., Bloomington

Author: **Farzana Chowdhury**; Durham U. Business School

We study how key dimensions in the home country institutional environment – credit markets environment, export regulation, and corruption – affect firm internationalization via exporting and outward foreign direct investment (OFDI). We conduct our study using country- level data from 96 developed and developing countries between 2000 and 2018. Our results provide novel insights on the channel of internationalization as a response to changes in home country export regulations, credit market development, corruption. Changes in home-country institutions effect mainly type of firm internationalization, with the differences in the relationship between institutions and OFDI mainly associated with credit market conditions.

[view paper \(if available\)](#)

Entrepreneurs in Arctic Canada: Role of Social Networks and Impact on Capital Formation

Author: **Prescott C. Ensign**; Wilfrid Laurier U.

Author: **Chris McCluskey**; U. of Ottawa

Social networks, social capital, and community context/entrepreneurial ecosystem are important concepts in understanding entrepreneurship as a social process. This article expands our understanding of how entrepreneurs utilize such resources in a remote community to achieve success. Case studies of entrepreneurs in Iqaluit, Nunavut (territory in Canada) provide data on their social networks: characteristics; structures used in opportunity recognition and exploitation; and

"Wearing Two Hats": Exploring Non-Family Employees as Kinship Groups in Family Businesses

Author: **Julia Brinkmann**; Bielefeld U.

This paper focuses on a distinctive group of nonfamily employees in family businesses which I term as kinship group. This group is defined as a social group of employees who are blood- or married- related, do not belong to the owning family, and have been employed by the same firm for more than one generation. Drawing on identity lenses, I use an inductive, multiple case-study design with data triangulation to open new doors in examining how kinship group members navigate their belongingness to two (potentially) competing in-groups (kinship group and work group) in family firms. I examined 46 employees from 19 cases (kinship groups). As a result, first, I distinguish two categories of kinship groups (closeness-oriented versus business activities-oriented) based on their shared targets of organizational identification. Second, my analysis shows patterns and differences in their underlying identity boundary mechanisms which provide insight into the work identity of kinship groups. The two mechanisms which affect a collective positive work identity are (1) inner-group cohesion, and (2) private-work boundary creation. Finally, I offer a conceptual model of 'kinship group work identity perspective' and discuss the findings in linking them with identified patterns of kinship group work-related attitudes and behaviors. In that vein, I propose kinship group employment as attractive and challenging human resource management tool that need to be considered in further research. The findings contribute to the nascent stream of nonfamily employees' organizational identification in family businesses, and shed light on work identity construction of kinship groups not merely in the broader field of organizational and management research but also to owning family research.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

impact on the creation of social capital – especially with regard to obtaining employees and generating business. A contextual perspective – describing the context or ecosystem of Iqaluit – is used as a foundation to comprehend the role and importance of an entrepreneur's social network. Following Anderson (2000: 91) "The objective is to reach an understanding of the entrepreneurial process within the context of the periphery," our analysis of the data supports the view that entrepreneurship is socially embedded, contextually impacted, and network dependent. Much of the data indicate the magnified role of social networks in this entrepreneurial ecosystem – particularly with respect to discovering opportunities and locating resources needed to support day-to-day operations. The study provides a picture of the challenges and dynamics of entrepreneurship in a context that includes insider and outsider entrepreneurs at work in a unique environment.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

History and Entrepreneurship

ENT

Passion 1 (session 1543)

(session 1539)

Socialist Legacy and Entrepreneurship: The Case of Vietnam

Author: **Michael Wyrwich**; U. of Groningen
Author: **Christian Fisch**; Erasmus Research Institute of Management
Author: **Joern Hendrich Block**; U. of Trier
Author: **Thi Lanh Nguyen**; U. of Trier

We study the case of Vietnam to assess the role of institutional and historical legacy on entrepreneurship outcomes. In particular, we investigate the detrimental effect of socialist institutions on entrepreneurship. Vietnam offers a unique quasi-experimental setting because the country was divided into a socialist North and non-socialist South in 1955. The country was reunified in 1976 and the South adopted the institutional framework conditions of the North. To assess the relationship between socialist history and entrepreneurship in this unique setting, we survey more than 3,000 Vietnamese individuals. We find North-South differences in a variety of entrepreneurship outcomes, highlighting the long-lasting influence of historical differences in institutional framework conditions on entrepreneurship. Specifically, more than four decades after Vietnam's reunification North Vietnamese respondents have lower entrepreneurship intentions, are less likely to select into entrepreneur-ship education programs, and are less willing to engage in business takeover.

[view paper \(if available\)](#)

How Entrepreneurs' Interpretations of History Influence their Understanding of Opportunities

Author: **Andrew D A Smith**; U. of Liverpool
Author: **Jennifer Johns**; U. of Bristol

How do entrepreneurs' interpretations of history influence the process by which they discover and evaluate opportunities? This paper answers this question to develop our understanding of the socio-cognitive processes associated with entrepreneurial ventures. The empirical basis of the paper is interviews with digital fabrication entrepreneurs in the UK who work with technologies others have

Configurations of an Entrepreneurial Mindset in a Corporate Environment

Author: **Dagmar Hattenberg**; Groningen U. (RuG)
Author: **Olga Belousova**; Groningen U. (RuG)
Author: **Aard J. Groen**; U. of Groningen center of entrepreneurship

This paper explores employees' entrepreneurial mindset (EMS) variations and dynamics within an organizational context. The entrepreneurship community embraced EMS as a new concept with regard to the interest in adapting to changes in our fast-paced work environment. However, how exactly EMS changes over time, requires further understanding. Through a ten-month participatory observation study within one organization, we find that EMS is both important, often necessary, and salient for individual employees, leading them to engage in entrepreneurial activities during "spike" moments. We create specific configurations of individual, organizational and opportunity characteristics, enabling these said spikes of entrepreneurial behavior. We lastly theorize about the process of activation and development of EMS, advancing research on entrepreneurial employees.

[view paper \(if available\)](#)

"I Put in Effort, But I am Still Not Passionate": The Influence of Person-Entrepreneurship Fit

Author: **Fei Zhu**; U. of Nottingham, China
Author: **Imran Syed**; Ball State U.
Author: **Dan K. Hsu**; North Dakota State U.
Author: **Daniel A. Cohen**; Wake Forest U.
Author: **Rachel Sheli Shinnar**; Appalachian State U.

Entrepreneurial effort has been found to be an important predictor of entrepreneurial passion: The more effort one devotes to entrepreneurial activities, the more passionate one becomes. Our work, however, extends prior research by offering contrasting empirical evidence. Drawing on fit theory and the person- entrepreneurship fit perspective, we conceptualize two types of fit: anticipatory person-entrepreneurship fit and perceived person- entrepreneurship fit and show that these two types of fit jointly shape the

described as part of a “Fourth Industrial Revolution”. The individuals we interviewed often made analogies to historical phenomena when asked to describe their ventures, although some of them disagreed with the widespread view that their ventures were analogous to those at the heart of the classic Industrial Revolution. We also document important differences in how entrepreneurs faced with similar problems use of historical-analogical reasoning. We identify directions for future research for entrepreneurship scholars interested in engaging with the emerging research stream in strategy on how decision-makers use history.

[view paper \(if available\)](#)

Ethics in Gothic Form: John Ruskin and Ethics of Entrepreneurship (WITHDRAWN)

Author: **Jean Siobhan Clarke**; EMLYON Business School

Author: **Robin Holt**; Copenhagen Business School

In this paper we introduce John Ruskin’s writings on the value of gothic architecture, using his study of mediaeval gothic craftwork as a means to reflect on the ethical potential of new organizational form. Ruskin understood gothic architecture emerging from the co-operative, on-going and expressive activity of workers explicitly committed to cultivating growth that sustains community life, functionally, intellectually and emotionally. As such ‘gothic’ served as a template for ethical organization. In this paper we examine these ideas in the context of entrepreneurship, often viewed as individualistic, self-serving and opportunistic, so the antithesis of Ruskin’s gothic. In line with Ruskin’s call to examine ethics as lived human experience, we employ a phenomenological approach to understand entrepreneurship as a ‘gothic’ condition, focusing on the everyday activity of twenty entrepreneurs. Our findings suggest that whilst the entrepreneurs were alive to the importance of commercial return, they demonstrated further concern for, and commitment to, collective production and consumption activities that enabled them to create and judge the conditions for “good labour”. We argue Ruskin’s work on gothic offers a means to understand what it is about entrepreneurial work that makes us human, that which ‘gives to life’.

entrepreneurial effort – passion relationship. Our results suggest that entrepreneurial effort reduces individuals’ perceived person-entrepreneurship fit as well as entrepreneurial passion when individuals anticipate a poor person-entrepreneurship fit before making an effort. Our research thus contributes to the entrepreneurial passion and person-entrepreneurship fit literature and offers practical implications for would-be entrepreneurs and entrepreneurship advisors.

[view paper \(if available\)](#)

The Impact of Venture Characteristics on the Relationship Between Entrepreneurs’ Displayed Passion a

Author: **Xianzhe Jin**; U. of Manitoba

Author: **Arran Caza**; U. of North Carolina, Greensboro

Although a growing body of research highlights the potential impact of entrepreneurs’ displayed passion on investors’ funding decisions, little is known about the conditions under which that passion is most influential in the investment process. We used the Elaboration Likelihood Model of Persuasion (ELM) as a theoretical framework to explore how venture characteristics shape the relationship between entrepreneurs’ displayed passion and projects’ funding performance in crowdfunding. Using a combination of archival and experimental evidence from 228 crowdfunding projects and 1,090 participants, we found that entrepreneurs’ displayed passion positively influences funding performance for ventures at the early conception stage, but not for ventures at the later commercialization stage. In addition, the results of a three-way interaction between entrepreneurs’ displayed passion, venture stage, and project innovativeness revealed that passion exerts the strongest positive effect on ventures that are at the conception stage and proposing highly innovative projects.

[view paper \(if available\)](#)

[view paper \(if available\)](#)

Scents of the Past: Strategic Renewal Through Historic Entrepreneurship

Author: **Diego Coraiola**; U. of Alberta

Author: **Vanusa Andrade Barankievicz**; -

Time pressures organizations for adaptation and survival. When new social trends and internal generational dynamics disrupt organizational sources of competitive advantage, organizations might engage in strategic renewal. That is, they focus on refreshing and replacing organizational attributes to generate competitive advantage. For long-established and multigenerational firms, this usually means getting out with the old and in with the new. This bias of the literature towards the new and the future attributes a premium on novelty and dismisses the past as an important source of resources for organizational renewal. In this paper, we theorize the role of historic entrepreneurship in organizational renewal. We present the process of strategic renewal of Granado Farmácias, Brazil's oldest pharmacy. We argue that entrepreneurs with a historical consciousness build on past legacies, narratives, artifacts, and traditions in order to continually renew their business in the present and to build competitive advantages for the future. We show how the change in family ownership introduced a distinct view about the past of Granado that guided the process of corporate entrepreneurship to leverage past organizational assets and develop new sources of competitive advantage.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Social and Sustainable Entrepreneurship: Strategies and Business Models 2 (session 1546)

The Perception of a Founder's Obsessive Passion and Potential Co-founders' Team Entry Decisions

Designated as a "Best Paper" for ENT

Author: **Yingzhu Fu**; Nanyang Technological U.

Author: **Frederic Delmar**; EMLYON Business School

Author: **Matthias Alfred Tietz**; IE Business School, IE U.

This paper investigates the impact of perceived passion of a founder on potential co-founders' decision to join or not a venture team. Employing a conjoint experiment, we find that co-founders are less likely to join when they perceive that the founder has obsessive passion for: (1) the founder's individual vision, (2) the engagement in multiple unrelated ventures, and (3) the achievement of high performance at all costs. Co-founders are more likely to join, when they perceive that the founder has obsessive passion for (4) improving team members' capabilities increases. Further, co-founders' self-esteem moderates the impact of perceived obsessive passion. These findings provide important theoretical implications for the role of passion in team formation.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Spinout 1 (session 1544)

USO Imprinting and Market Entry Timing: Exploring the Influence of University Ecosystems

Building Sustainable Business Models in the BoP: Evidence from Social Enterprises in East Africa

Author: **Andrea Sottini**; U.Cattolica del Sacro Cuore
Author: **David Littlewood**; U. of Sheffield Management School
Author: **Giacomo Ciambotti**; U. Cattolica del Sacro Cuore

Globally, an estimated 4.5 billion people live on less than US \$8 per day, in the 'base of the pyramid' (BoP). The last twenty years have witnessed growing engagement with the BoP by business, with it argued that a fortune awaits those firms providing needed products and services to BoP markets. However, other actors are also working in and with the BoP, including social enterprises. The activities of such social enterprises in the BoP remain under-researched. Scholars have identified a particular need for further study of how social enterprises in the BoP interact with their ecosystems to achieve their objectives. Drawing upon case study research with 10 East African social enterprises, this paper responds to this need. It sheds light on how social enterprises work with ecosystem actors to overcome challenges of doing business in the BoP, and to design and build community-centred business models. We introduce a multi-stage process model of learning, engaging, and harnessing to describe these activities of social enterprises. In so doing, we contribute to multiple literatures. We add to still limited work on the activities of social enterprises in the BoP. We provide novel empirical insights, and elaborate a theory of how social enterprises interact with their ecosystems to build sustainable community-centred business models. We further contribute to hitherto limited scholarship on social entrepreneurship in Africa. Additionally, Africa remains underrepresented in BoP research, with our study contributing to addressing this lacuna. Finally, our research has practical implications for social entrepreneurs in Africa and elsewhere looking to design and build community-centred business models.

view paper (if available)

Multilevel Intermediaries: Entrepreneur-Incumbent Interactions in Sustainability Transitions

Author: **Lisa Messina**; Queen's U. Belfast
Author: **Kristel Miller**; Ulster U., Department of Management, Leadership & Marketing, UK
Author: **Nola Hewitt-Dundas**; Queen's U. Belfast

University spin-offs (USOs) have attracted increasing attention due to being an important source of innovation, university income and job creation. To support their creation and growth, universities have developed university ecosystems of diverse actors. However, existing research has found mixed results on the effectiveness of these support mechanisms. In particular, there is a lack of research illustrating the impact pre-market support mechanisms can have on pre-market USO development and their strategic outcomes such as timing of the USOs' first market entry. The findings identify that both the university environment and ecosystem actors leave lasting positive and negative imprints upon USO founders'. USO founders who had positive engagement with university ecosystem actors and perceived their university environment as supportive, developed entrepreneurial skills and market knowledge earlier in the USO formation process. This resulted in greater market readiness and, consequently, contributed to an early first market entry. Conversely, USO founders who perceived barriers within their university environment and had negative experiences with ecosystem stakeholders developed more cautious and risk-averse behaviour, contributing to a late market entry. This research contributed new knowledge into the antecedents of USO market entry timing through the novel lens of imprinting.

view paper (if available)

Exploring the Role(s) of Researcher-Based Projects in Swedish University Incubators

Designated as a "Best Paper" for ENT
Author: **Linus Brunnström**; School of Business, Economics and Law U. of Gothenburg
Author: **Guido Buenstorf**; U. Kassel and U. Göteborg
Author: **Maureen McKelvey**; U. of Gothenburg

In recent years, university incubators have gone beyond directly supporting academic entrepreneurship by scientists to also support a variety of different activities related to academic

Author: **Adam Geoffrey Bumpus**; Department of management and marketing, The U. of Melbourne
Author: **Benjamin A. Neville**; U. of Melbourne

Accelerators are emerging as important intermediaries in innovation management and new venture creation. Despite a large body of work examining innovation intermediaries, there is still a relatively limited understanding of the specific meso-level interactions of how acceleration takes place as niche entrepreneurs interact with the existing incumbent market regime. This is especially true for complex sectors associated with entrepreneurship and grand challenges, such as clean energy and climate change. We apply the multilevel perspective (MLP) from the sociotechnical transitions literature to the role of innovation intermediaries to explore how accelerators mediate interactions between niche entrepreneurs and incumbent regime firms. We apply this framing to a detailed case study of a major multinational accelerator in the clean energy sector. The paper describes the specific 'input-interfacing-output' processes that enable niche-regime collaborative interactions, in contrast to presumptions of competitive dynamics. The paper contributes to understanding how accelerators play an important role as a 'multileveled intermediary', iteratively and collaboratively enabling dynamic interactions between new ventures and existing firms. We conclude with a conceptual approach for understanding multileveled approach of intermediaries in supporting entrepreneurship for sustainability transitions.

[view paper \(if available\)](#)

Motives and Selection Criteria of Social Impact Incubators

Author: **Mirko Hirschmann**; Trier U.
Author: **Jörn Block**; U. of Trier
Author: **Alexandra Moritz**; U. of Trier

Due to the large number of new social enterprises (SEs) established in recent years, social impact incubators (SIIs) have emerged globally. SIIs are a meaningful new organizational type of incubator that supports SEs in their early business stages to develop their hybrid objectives. However, research

engagement. One thing they do is to support a wide variety of projects, initiated by different types of potential founders. In this paper, we investigate which project and incubator characteristics explain the likelihood of different types of founders to turn their projects into knowledge-intensive entrepreneurial (KIE) firms. We address two gaps in the literature: how university incubators function and how the diverse backgrounds of different types of founders (researchers, students, other university employees, independent inventors and corporate spinoffs) may affect their likelihood of completing incubation and becoming a KIE firm. In line with previous research, we find that incubation projects initiated by researchers have a lower probability to complete incubation than the other types. More surprisingly, having research-initiated projects in an incubator seems to create spillover effects on all other projects, increasing their likelihood of survival. Moreover, the probability of projects successfully completing incubation increases if the university incubator has less breadth, as measured in admitting fewer types of project-founders, and if the incubator has more experience, as measured in age.

[view paper \(if available\)](#)

Exploring the Nature of Entrepreneurial Research Institutions: Perspective of Various Commercial Inv

Author: **Phil Yang**; National Taichung U. of Education
Author: **HUI WEN HU**; National Taichung U. of Education

Responding to the emphasis of innovation and entrepreneurship in this knowledge-based economy, the academic research institutions are changing their structures and functions. Moreover, along with the limited growth of governmental research expenditure, the academic research institutions are becoming the key actors to facilitate knowledge flows into the sources of industrial innovation. This study constructed the macro- and micro-level contextual dimensions of academia researchers in terms of institutional environments, organizational environments, network linkages, and personal conditions, and investigated the impacts on various commercial involvements. Through in-depth expert interviews with 8 project conductors

on SII is scarce, and little is known about SII's motives and selection criteria. Investigating the motives and selection criteria of 71 SII decision makers, we find that SII's main motives are spreading social entrepreneurship, their sense of duty to society, and learning from the innovations of others. Furthermore, using a Choice-based Conjoint experiment, we identify the authenticity of the founding team and the importance of the social problem as SII's most important selection criteria. These results contribute to prior research by showing that SEs are more likely to be supported if they signal social credibility and both idea- and entrepreneur-related criteria. We highlight the practical implications for SEs as well as for SII.

[view paper \(if available\)](#)

Mental Representation of Social and Commercial Entrepreneurial Opportunities

Author: **Sílvia Fernandes Costa**; U. of Groningen

Author: **Arjan Frederiks**; U. of Groningen

Author: **Susana Correia Santos**; Rowan U.; ISCTE-IUL

Commercial and social entrepreneurial opportunities share some communalities, but also some differentiating aspects. In this study, we investigate how individuals mentally represent these entrepreneurial opportunities in their minds. Additionally, we test where cognitively individuals draw barriers between social and commercial entrepreneurial opportunities and how fuzzy or distinct this separation is. This is important because understanding how potential entrepreneurs think about different types of opportunities has clear practical implications on how to promote and support opportunity identification for individuals who are commercially or socially oriented in entrepreneurship. Moreover, we contribute to a better theoretical understanding of how individuals identify opportunities based on different motivations. Building up on categorization and prototype theory, we use an experimental design to analyze how potential entrepreneurs identify prototypical characteristics of opportunity viability and opportunity distinctiveness for commercial and social stimuli. We conclude that a higher level of abstractedness, the two types of opportunities share several characteristics, such as the perception

from the 5 different research disciplines in the Ministry of Science & Technology (MOST) in Taiwan. The empirical results verified that the key dimensions in facilitating the commercial involvements for the academic researchers including network linkages, organizational environments, institutional environments, and individual conditions. Moreover, the common IPR and non-IPR commercial activities are verified. This study explored the various viewpoints of academic researchers in accordance with their academic status and research disciplines. The study discussed the implications of these results for university and government policymakers.

[view paper \(if available\)](#)

The Role of the Subjective Norm in Explaining the Performance of Entrepreneurial Universities

Author: **Jason Jahir Roncancio**; PhD Researcher

Author: **Nikolay Anguelov Dentchev**; Vrije U. Brussel

Author: **Abel Diaz Gonzalez**; Vrije U. Brussel

Author: **Thomas Crispeels**; Associate Professor at the Vrije U. Brussel

A plethora of studies, particularly in developed economies explain the diversity of variables that impact academic entrepreneurship and the fulfillment of the third mission of universities. These universities are in contexts where they receive support from the state and the private sector and therefore have a high dynamic of technology transfer activities. However, in developing economies, universities are fulfilling their third mission despite the absence of support from the state and the private sector. For this reason and in response to the call of other relevant scientific studies in the field of academic entrepreneurship, in this research we use as a theoretical lens the Theory of Planned Behavior to argue that the low levels of the Subjective Norm, accompanied by a high degree of Attitude Towards the Behavior, and Perceived Behavioral Control, explain the entrepreneurial behavior of universities in developing economies. We base our argument on data obtained from semi-structured interviews (39), focus groups (6), observation panels (1), and surveys conducted among university staff, located in the developing countries of Bolivia, Colombia, and Ecuador.

of its ability to solve customers' problems as part of the opportunities' prototypical viability. Additionally, being a superior product and having the ability to change the industry are common features identified for prototypical distinctiveness for both opportunities. At a lower level of abstractedness (i.e., the aspects that differentiate the two opportunities), we observe that the social opportunity's prototypical viability is characterized by its ability to address a social problem, while the commercial opportunity prototypical viability is characterized by generating cash flow. Additionally, the social opportunity prototypical distinctiveness is characterized by the perception of social value creation and generating community impact, while these are not relevant for a commercial opportunity.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

HCM

Future of Leadership in Healthcare: Enabling Complexity Dynamics Across Levels (session 423)

Building Extra-Organizational Adaptive Networks: Complexity Leadership in Healthcare

Erin Bass; U. of Nebraska, Omaha
Ivana Milosevic; College of Charleston

Physician CEOs & Patient Safety

Geoffrey Silvera; Auburn U.
Timothy J. Vogus; Vanderbilt U.
Jonathan Clark; U. of Texas At San Antonio

Management Practices of Under-Resourced Nursing Homes

Justin Lord; Louisiana State U. Shreveport

Stitching Ties: Team Performance in the Connected Organization

John Hollingsworth; U. of Michigan
Jason Owen-Smith; U. of Michigan, Ann Arbor
Dennie Kim; U. of Virginia Darden School of
Business
Marlon DeMarcie Twyman; U. of Southern
California, Annenberg School for Communication
and Journalism

Identifying Healthcare's Future Leaders: Development of a Leadership Potential Model for Healthcare

Kevin S. Groves; Pepperdine U.
Ann E. Feyerherm; Pepperdine Graziadio Business
School

Mock Live

SYMPOSIUM

MOCK LIVE

OB

OMT

ENT

Adaptive Entrepreneurial Action: Current Thinking and Future Research Directions (session 422)

Mirjam Knockaert

Research on entrepreneurial action and behavior has exploded since the publication of McMullen and Shepherd's (2006) seminal article published in the Academy of Management Review. Yet the majority of research on entrepreneurial action has maintained a static view of entrepreneurial action by looking at the decision to act or not act on an opportunity, and less research has focused on the dynamic, adaptive entrepreneurial action that founders engage in as they pursue and develop their ventures over time. We believe the time is right to step back and survey the landscape of research on adaptive entrepreneurial behavior. As a field, we need to mindfully consider what we have learned to date and in which ways we should push our work forward in the coming years to address gaps and fragmentation between different perspectives. This panel symposium will bring together prominent scholars who have published or are working in the area of adaptive entrepreneurial behavior to highlight the current state of this research stream, introduce new research ideas, and suggest future research opportunities.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

RESEARCH

MBR

Seattle Pacific University Employer Presentation



LIVE - OPEN

MEETING

STR

STR Social Europe (session 425)

Real-time Open

SOCIAL EVENT

LIVE - OPEN

OMT

Best Papers IV: Perceptions and Foundings (session 424)

He's Overqualified, She's Highly Committed: Gender, Qualifications, and Perceptions of Commitment

Designated as a "Best Paper" for OMT
 Author: **Elizabeth Campbell**; Carnegie Mellon U. - Tepper School of Business
 Author: **Oliver Hahl**; Carnegie Mellon U. - Tepper School of Business

Hiring managers make inferences from signals to determine if job candidates are capable and committed to performing the job to which they are applying to work. Building on how prior research has spoken about men in terms of their firm commitment and women in terms of their career commitment, we argue additional qualifications can be helpful for women in the labor market because they help overcome initial biases about women's reduced career commitment, but hinder men's outcomes because they heighten concerns about their firm commitment. To test our argument, we take a multi-methods approach combining four experiments and qualitative analysis. Results showed that while overqualified men were perceived to be less committed to the firm, and as a result, less likely to be hired, these same signals boosted women's perceived firm commitment, career commitment, and hiring outcomes (Studies 1-3a). We provide additional evidence that gendered assumptions about the agency of the job candidate may further explain these differences (Studies 3a-b). This research highlights the importance of distinguishing between perceptions of firm and career commitment and contributes to the growing body of literature on the different challenges facing men and women in the labor market.

[view paper \(if available\)](#)

From Fringe to Focal: How Framing Facilitates Sustained Increases in Issue Salience

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

RM

Advances in Regression, Prediction, and Causal Estimation (session 1629)

Statistical Myths about Log-Transformed Dependent Variables: When, Why, and How

Author: **Anders Ryom Villadsen**; Aarhus U.
 Author: **Jesper Wulff**; Aarhus U.

Strategy and management researchers often employ log-transformed dependent variables (LTDVs). Such a transformation means that researchers estimate an exponential model, which implies estimating a non-linear relationship. We review 10 years of research published in SMJ and find the wide use of LTDVs to be based on statistical myths with possible detrimental effects for the validity of research findings. We identify three myths of major concern that are widely shared: 1) LTDVs should be used to make distributions more normal, 2) linear hypotheses can be tested with LTDVs, and 3) LTDVs are the best way to estimate an exponential model. We find that many researchers use LTDVs for the wrong reasons, and very often in a way that is misaligned with the hypothesis they intend to examine. Researchers also appear unaware of the severe shortcomings of LTDVs. We call researchers to exhibit caution when planning to use LTDVs. They are not relevant when a linear hypothesis is tested, and when the interest is in modeling exponential relationships, the Poisson Quasi Maximum Likelihood Estimator is a better alternative.

[view paper \(if available\)](#)

The Non-Normality of Firm Performance and the Consequences for Strategic Management Theory

Designated as a "Best Paper" for RM
 Author: **S. Trevis Certo**; Arizona State U.
 Author: **Kristen Raney**; Arizona State U.
 Author: **Latifa Albader**; Arizona State U.

Firm performance represents an integral outcome for most strategic management scholarship and corresponding theoretical frameworks (e.g., agency

Designated as a “Best Paper” for OMT
Author: **Sean Buchanan**; U. of Manitoba
Author: **Trish Ruebottom**; Brock U.
Author: **M Suhaib Riaz**; Telfer School of
Management, U. of Ottawa

Why do some social issues remain salient over long periods while others fail to do so? We explore this question through a longitudinal qualitative study of the issue of economic inequality in discourse about capitalism. We find that an issue’s salience is impacted by the interplay of three key framing dimensions—axiological, causal, and ontological. We demonstrate how framing contests and their resolution related to these three dimensions unfold over time, and show how each provides a key link towards shaping how the issue is perceived, thereby facilitating changes in salience. Further, we show how the resolution of framing contests is informed by discursive resources in the broader cultural and political context that make some framings more resonant than others. In delineating this process, our study advances research on the dynamics of issues in organizational fields, interactional perspectives on framing, and social movements.

[view paper \(if available\)](#)

The Perception and Evaluation of Founder Experience by Hiring Firms: A Field Experiment

Winner of the OMT Division Best Paper on Entrepreneurship Award
Designated as a “Best Paper” for OMT
Author: **Tristan L. Botelho**; Yale School of Management
Author: **Melody Chang**; Yale School of Management

Founding one’s own venture is often seen as desirable; however, most entrepreneurs must subsequently enter wage employment. Although a transition to wage employment is common, it remains unclear how founder experience is perceived and evaluated by recruiters at hiring firms. We argue that current theory can be used to make a strong case for founder experience as an asset as well as a liability to hiring firms. We first discuss the advantages and disadvantages of founder experience for wage employment and then test these theories through a field experiment, namely a resume audit study. Specifically, we test

theory, RBV, competitive dynamics, and many more). Despite the inherent idea across strategy research that firm performance is heterogeneous, we have little knowledge about just how heterogeneous it is across samples of firms and how this might impact empirical tests of theories used by strategy scholars. We investigate performance heterogeneity by examining the distributions of firm performance measures (e.g., ROA, ROS, EPS, etc.). We find that extreme levels of both skewness and kurtosis vary substantively across different measures, samples, transformations, and years. We create simulations to mimic these distributions and find that such non-normality negatively impacts the efficiency of OLS, robust regression, and OLS with winsorized values. In contrast, we illustrate that quantile regression is more appropriate for modeling dependent variables following these types of extremely non-normal distributions and represents an attractive approach for researchers examining firm performance. The primary implication of our research is that the extreme non-normality of performance measures makes it difficult for researchers to find support for theoretical frameworks when using models that focus on average relationships (e.g., OLS, multilevel models, etc.). Instead, we suggest strategy theories could benefit from re-examining theorized relationships using the types of non-parametric techniques that are more appropriate for the non-normal distributions of firm performance.

[view paper \(if available\)](#)

Violation of Distributional Assumptions in Latent Interaction Models

Author: **Sirio Lonati**; Faculty of Business and Economics (HEC Lausanne), U. of Lausanne
Author: **Mikko Rönkkö**; Jyväskylä U. School of Business and Economics
Author: **John Antonakis**; Faculty of Business and Economics (HEC Lausanne), U. of Lausanne

Violating the distributional assumptions of latent interaction models can lead to biased estimates and invalid inference. However, no statistical procedure is readily available to verify whether these assumptions hold. We develop several specification tests contrasting consistent latent interaction estimators—which are robust to violations of

how those who started their career as founders fare relative to those who started their career as wage employees at the initial evaluation stage of the hiring process: receiving a callback for an interview. We find that former founders receive fewer callbacks than non-founders; however, all founders are not disadvantaged similarly. Former founders of successful ventures receive even fewer callbacks than former founders of failed ventures. Through 20 interviews with technical recruiters we highlight the mechanisms driving this founder experience discount: concerns related to the applicant's capability and ability to fit into and remain committed to the wage employment and the hiring firm. We also investigate three sources of heterogeneity: applicant gender, hiring firm age, and job location.

[view paper \(if available\)](#)

Founder Cognitions and New Venture Outcomes

Finalist for the OMT Division Best International Paper Award

Designated as a "Best Paper" for OMT

Author: **Natasha Overmeyer**; Stanford Graduate School of Business

How do entrepreneurs' cognitions shape their ventures? While research has established that founders' backgrounds and prior experiences shape their firms and firm outcomes with long-lasting consequences, these studies have largely taken for granted the underlying founder cognitions that transfer individual-level variation to the firm level. Little is known about how entrepreneurs think, and how their cognitions affect firm-level outcomes such as revenue. To uncover entrepreneurial cognition, this study uses a mixed methods approach. Using applications submitted online by entrepreneurs seeking funding from a large, nonprofit foundation, an inductive grounded theory analysis reveals two diverging cognitions – an "exchange construal" and an "organization construal" – that reflect differences in how entrepreneurs think about themselves and their ventures. These findings are then scaled across 139,806 applications, using a supervised machine learning method, to test whether and how these construals influence firm-level outcomes. The results indicate that entrepreneurs' construals are significantly associated with differences in firm

distributional assumptions (i.e., Extended Unconstrained Indicator Approach and Model-Implied Instrumental Variables method)—to an efficient estimator (i.e., Latent Moderated Structural Equations), which is inconsistent under non-normally distributed linear latent variables. We compare these estimators under a variety of conditions. The robust Hausman test we propose works well in identifying misspecifications due to violations of distributional assumptions of the latent variables. Moreover, our results indicate that the Latent Moderated Structural Equations method is severely biased under non-ideal conditions. Thus, it should not be used as the default approach and its results should always be compared to consistent estimators that are robust to distributional assumptions.

[view paper \(if available\)](#)

Examining the Use and Utility of Dominance and Relative Weights Analysis

Author: **Tyler Richard Kleinbauer**; Faculty of Business and Economics (HEC Lausanne), U. of Lausanne

Author: **Mikko Rönkkö**; Jyväskylä U. School of Business and Economics

Author: **John Antonakis**; Faculty of Business and Economics (HEC Lausanne), U. of Lausanne

How should researchers judge whether one finding is more important than another? Recent statistical methods purport to assess the relative importance of variables in an unambiguous and objective way. Relative importance analysis is a collection of statistical methods that decompose R² and attribute a share of the explained variance to each variable in a regression equation. The variables can then be ranked. However, do these tools deliver on their promise? In this study, we review the literature to see how these techniques are used and investigate if relative importance analysis techniques better assess the relative causal importance of variables as compared to OLS. We provide multiple intuitive explanations as well as a thorough Monte Carlo simulation comparing relative importance analysis techniques against regression analysis; we show that regression provides a more accurate ranking of the relative causal importance of variables across a

revenue. These findings suggest that entrepreneurial cognition is imprinted into the firm and impacts firm outcomes, illuminating a contributing factor to heterogeneity in new venture outcomes.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

variety of scenarios. We conclude with practical guidelines on how to assess the relative causal importance of variables using the straightforward idea of comparable investments.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

14:30 EDT - 16:00 EDT

Tuesday, 11 August

MOC

AAT

Embodied Insights: Broadening the Scope of Management Research with a Bodily Lens (session 426)

Real-time Presenter

THEME

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

14:45 EDT - 15:45 EDT

Tuesday, 11 August

OB

OB Division 5 year Survey Report Out (session 427)

Real-time Open

MEETING

LIVE - OPEN

HCM

New Studies in Patient Engagement and the Patient Experience (session 1642)

Patient and Physician Perspectives on Training to Improve Communication Through Secure Messaging

Author: **Jennifer Hefner**; Ohio State U.

Author: **Cynthia Sieck**; Ohio State U.

Author: **Daniel M. Walker**; Ohio State U.

Purpose To incorporate the perspectives of both patients and providers into the development of training to improve the exchange of secure messages through a patient portal, as well as identify management strategies that support patient engagement. **Methodology** Three patient focus groups (17 patients) and interviews with 21 ambulatory physicians across 17 outpatient clinics at a large Midwestern Academic Medical Center using Epic MyChart. Rigorous thematic analysis was guided by the Systems Engineering Initiative for Patient Safety (SEIPS) 2.0 framework adapted to patient portal implementation. **Results** Patients and physicians identified strategies at the patient, portal, physician, and health system levels that could help each group navigate the portal to communicate via secure messages more efficiently. Patient-focused training strategies included multi-modal materials addressing how to navigate portal features and direction on when, what and how to message. Changes to the format of the messaging feature and pop-ups with communication tips were also frequently mentioned. Physician and clinic-level strategies focused on how the clinic and health system management could enhance physician training on the patient-facing portal features and on how to manage patient care within the portal. Physicians also requested that the health system administration standardize physician and care team work processes related to secure messages within the portal, and communicate clear management expectations of physician portal management. **Conclusion** As communication via secure clinic-level management and training strategies to enhance patient portal use. **Practice Implications** Health

MOC

OB

New Perspectives on Developmental Sequences and Cycles in Creative Work (session 1651)

The purpose of this symposium is to bring together emerging empirical research that examine creativity highlighting new ways of theorizing the development of creativity over time. We present five papers that investigate (a) new ways of thinking about sequences and development within a creative project, (b) how personal history shapes engagement in creative work, and (c) how and when one creative project leads to another. The presentations cover how the team that built one of the world's first social robot deals with ambiguity; how products made out of "dirty" materials are de-radicalized; how circus artists draw on their biographies as raw material; how creators in makerspaces switch from one project to another; and how "one-hit-wonders" affect cookbook authors' creative careers.

What's a Social Robot to Do? Resolving Ambiguity Through an Emergent Innovation Process in Groups

Johnathan Cromwell; U. of San Francisco

Dirty Innovation: How Gross, Disgusting, and Off-Limits Ideas Can Save the World

Spencer Harrison; INSEAD

Samir Nurmohamed; The Wharton School, U. of Pennsylvania

How Biography Shapes Creativity: An Inductive Study of Circus Artists

Mel Yingying Hua; U. College London

Project Switches in Collective Creative Spaces: An Inductive Study of Makerspaces

Ozumcan Demir Caliskan; U. College London

Colin Muneo Fisher; UCL School of Management

system administrators and outpatient clinic management could implemented these strategies to clarify the rules of engagement in the collaborative work of incorporating a patient portal into the primary care workflow and facilitating provider and patient use. Key Words: patient portals, patient engagement, patient training, provider training, electronic health records

[view paper \(if available\)](#)

The Association Between an Established Chief Experience Officer Role and Hospital Patient Experience (WITHDRAWN)

Author: **William Breen**; U. of Alabama, Birmingham

Author: **Seongwon Choi**; Trinity U.

Author: **Kristine Ria Hearld**; U. of Alabama, Birmingham

Author: **Nancy Borkowski**; U. of Alabama, Birmingham

The healthcare industry is currently reacting to multiple stakeholders demanding improvements to the patient experience. Some healthcare organizations are implementing new management structures, i.e., the role of Chief Experience Officer (CXO). This study statistically reviewed descriptors associated with hospitals that have and have not created and filled the role of CXO and, more importantly, measured the association between the CXO role and results of patients' perceptions of their experience of care as measured by publicly reported Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) results. This study was conducted utilizing primary research gather on hospitals in three states, California, Florida, and New York. The results of the study yield insight into the organization characteristics of hospitals and the market factors associated with those hospitals that have filled the CXO role. Hospitals with a formal CXO role are larger, more likely not to be not for profit, and operate in metro areas of these states with higher per capita income. In addition, hospitals that have a formal CXO role are also more likely to have higher HCAHPS scores as determined by the patient recommendation question as well as the hospital overall rating question included in the HCAHPS survey.

A Recipe for Success? Award Winners and the One-hit-wonder Effect – Evidence From the UK

Cookbook

Dirk Deichmann; Erasmus U. Rotterdam

Markus Baer; Washington U. in St. Louis

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

view paper (if available)

Battling Cancer or Fighting for Quality of Life? Role Theory and Patient Expectations in Cancer Care

Author: **Joanna Veazey Brooks**; U. of Kansas Medical Center

Author: **Claire Poague**; U. of Kansas Medical Center

Author: **Taynara Formagini**; U. of Kansas Medical Center

Background: Military metaphors have long dominated the cancer discourse in America, and patients are expected to be willing to endure anything in order to “fight” and “battle” cancer. In recent years, however, cancer care has expanded in response to a need to better holistically support patients as they undergo treatment. Patients are increasingly referred to psychology, nutrition, and palliative care for co-management. Coupled with the movement in healthcare to engage patients in their care and to provide care that is more “centered” to the patient, these shifts have the potential to radically transform patient experiences of cancer care. However, it is unclear how cancer patients currently view their own roles as well as those of their growing healthcare team. Objective: Using role theory, we sought to identify patients’ and caregivers’ current approaches to patient and healthcare provider roles, in the context of an outpatient cancer care with palliative care. Methods: A qualitative interview study was designed to investigate the perspectives, attitudes, and experiences of patients and caregivers surrounding cancer care, specifically with palliative care and symptom management. Thirty-one interviews were conducted and audio-recorded with patients (n = 18) and caregivers (n = 13). Following a grounded theory approach, we iteratively analyzed our data to develop a typology of approaches. Findings: Patients and caregivers conveyed three approaches to expectations and roles in the context of their cancer care experience. The conventional approach saw fighting cancer as the top priority, and oncologists as the most important healthcare professional. In contrast, the unconventional approach rejected this traditional view and placed more value on aspects of life and care that were outside of their cancer diagnosis; participants with this approach often described instances in which oncologists dismissed

critical components of their care. Finally, the ambivalent approach acknowledged gaps in current oncology care, but participants with this approach were quick to defend their oncologist and justify these oversights. Conclusion: Our study showed that patients with cancer are actively shaping the expectations and roles they ascribe to themselves and to their healthcare providers. Interestingly, however, some patients seemed content with a more traditional, paternalistic approach while others described some resistance when trying to advocate for their values and desired illness experiences.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

CAR

Calling and Meaningful Careers (session 1631)

Trajectories of Calling in the Transition from University to Work: A Growth Mixture Analysis

Author: **Chunyu Zhang**; Shaanxi Normal U.

Research on the development of calling is still in its infancy and rarely focused on how calling changes during a major career transition. The current study examined the developmental trajectories of calling and its personality antecedents in the transition from university to work with a three-wave longitudinal study with 340 Chinese graduating university students. Results based on growth mixture modeling indicated three developmental trajectories of calling: high calling and stable (23% of sample), high calling but decreasing (74), and low calling and increasing (3%). Moreover, higher conscientiousness related to a higher chance of being classified into the high calling and stable trajectory. These findings add notable insights to the literature by exploring the previously neglected developmental trajectories of calling and its personality antecedents in the transition from university to work.

[view paper \(if available\)](#)

CAR

Leadership and Career Development (session 1630)

Just Gossip; Nothing Consequential, or is It?

Author: **Jiaqi Yan**; School of Economics & Management, Tongji U.

Author: **Jinlian Luo**; Tongji U.

Author: **Jianfeng Jia**; Northeastern U. China

Workplace gossip is ubiquitous and leader humor is highly valued. Based on cognitive evaluation theory we reason that perceived negative workplace gossip and leader humor provide informal yet important social cues to jointly affect employees' job insecurity and subjective career success. We test such reasoning empirically with three-wave surveys of 335 employees from a large Chinese information technology company. Our results show that gossip and leader humor, which may appear to be inconsequential to some, do matter in the workplace in terms of job insecurity and career success.

[view paper \(if available\)](#)

Peer Abusive Supervision and Newcomer Organizational Socialization: A Moderated

Forget about the Money? A Latent Profile Analysis of Calling and Work Motivation in Chinese Employees

Author: **Chunyu Zhang**; Shaanxi Normal U.

There is a growing recognition that calling is related to more intrinsic than extrinsic work motivation. This could give the impression that employees with a calling do not need or care about external rewards. To deepen the understanding of the relation between calling and work motivation, we tested how calling is combined with different types of work motivation and how such combinations affect work outcomes differentially. We applied latent profile analysis among Chinese employees with diverse occupations (N = 1,290) to identify calling and work motivation profiles and test their relations with work outcomes, assessed four months later. Four profiles emerged: external motivated low calling, moderately external motivated calling, moderately motivated calling, and highly motivated calling. Employees with weaker and stronger callings all indicated being extrinsically motivated for work. Employees in the highly motivated calling profile exhibited highest job satisfaction, lowest cynicism, and lowest turnover intentions, followed by employees in the moderately motivated calling profile, the moderately external motivated calling profile, and the external motivated low calling profile. Our findings imply that employees with a strong calling do not care less about external rewards and also benefit from external incentives to work. This study offers an important insight on understanding the relation between calling and work motivation.

[view paper \(if available\)](#)

Leader-Member Congruence in Work Calling and Innovative Behavior

Author: **Yi Liu**; Zhengzhou Ethnic Affairs Committee
Author: **Yue Yuan**; School of Economics and Management, Tsinghua U.

The study includes middle leader, first-line leader and employee work calling into the model to discuss

Mediation

Author: **Yilin An**; Tianjin U.

Author: **Linlin Wang**; Business School, Nankai U.

Author: **Wan Jiang**; Tianjin U.

Author: **Zhaofang Chu**; Dongwu Business School, Soochow U. China

Author: **Li Ling Hou**; -

This study examined how and when witnessing peer abusive supervision influences newcomers' socialization outcomes. We drew from the social information processing theory to explore the relationship between witnessing peer abusive supervision and newcomers' socialization outcomes, and regarded newcomers' information-seeking behavior as the mediator. Through applying the interactionist perspective, we also theorized how this relationship is moderated by newcomers' future work self. We collected data at three time points from newcomers and their managers at a drug store chain in Northern China. Consistent with our theoretical framework, the results revealed that newcomers witnessing peer abusive supervision was negatively related to their information-seeking behaviors, with newcomers' future work self salience moderating this relationship. Moreover, newcomers' information-seeking behaviors acted as the mediator in the negative relationship between newcomers witnessing peer abusive supervision and their socialization outcomes. We discussed the implications of our research for future theory and practice in regard to abusive supervision and newcomer socialization.

[view paper \(if available\)](#)

How Leaders React to Employee Constructive Voice: An Investigation Through the Resource Lens

Author: **Angela Jie Xu**; Jinan U.

Author: **Raymond C.H. Loi**; U. of Macau

Author: **Zhenyao Cai**; Shanghai U.

Acknowledging the importance of employee constructive voice to organizational survival and innovation, considerable research has been devoted to reveal how to encourage such proactive attempt. Relatively, we know little about how leaders, one of the main recipients of employee voice, would on earth reward or punish those who speak up. On the

the relationship between leader- employee work calling fit and employee innovative behavior from “three-level interactive” perspective. Using polynomial regression and response surface methodology of 208 leader-employee dyads, we found that the relation of (middle and first-line) leader-employee congruence in work calling with innovative behavior conforms to the characteristics of “supplementary fit optimum”. Specifically, the higher the congruence an employee’s and his or her leader’s levels of work calling are, the better the employee innovative behavior. The optimal position of innovative behavior is the (middle and first- line) leader-employee “high-high” work calling. As for incongruence, the employee produces better innovative behavior in case of first- line leader-employee high-low work calling fit; there is no significant difference in innovative behavior between “middle leader high - employee low” and “middle leader low - employee high”.

view paper (if available)

Crafting without Boundaries for Meaningful Work Experience

Author: **Yiluyi Zeng**; U. of Warwick

Driven by foundational needs for control, interpersonal relations and positive image, individuals job craft to create meaningful work experience. In organisations, employees job craft by changing tasks and relationships, as well as by creating and bringing desired identity to work. However, job crafting for individuals who work independently remains unexplored. Unlike employees, independent workers don’t have formal job obligations, though the universal desire for meaningful work experience remains. The study is the first to investigate job crafting outside of organisation for meaningful work experience. Based on analyses of 68 in-depth interviews with freelancers across industries, the findings showed that, job crafting for independent professionals is by default a rejection to boundaries. It is a conscious and evolving process to create an ideal work structure for meaningful experience. In this process, individuals constantly make sense of work and adjust work structure accordingly. To achieve a work meaningful experience that is viable and

basis of Foa and Foa’s (1974, 1980) resource theory, this study explores how leaders react to employee constructive voice from the resource perspective. We contend that constructive voice could provide both information and affect resources to the leader, which in turn promotes the resource-based exchange relationship with the leader (i.e., leader-member exchange; LMX). Drawing on theories of cognitive style, we further propose that leaders with an original cognitive style are more likely to capture the resource value of constructive voice whereas leaders who closely follow rules might not see constructive voice in a positive way, which in turn would affect their LMX relationships with the focal employee. Through a two-wave multi-rater field survey among 199 leader-follower dyads in China, we found support for most of our hypotheses. This study contributes to extant voice and LMX literature and carries important practical implications for organizations to capitalize on employee constructive voice as well.

view paper (if available)

The Spillover Effect of Abusive Supervision Across Two Jobs

Author: **Brian Webster**; Ball State U.

Author: **Bryan D. Edwards**; Oklahoma State U.

Author: **Mickey B. Smith**; U. of South Alabama

Author: **Mackenzie Miller**; Ball State U.

The current study extends a growing body of literature examining dual jobholders by assessing the spillover effects of abusive supervision across two jobs. Previous research suggests abusive supervision can extend beyond one’s job and spill over into other life domains (e.g. family life). However, it is unclear if and how abusive supervision may extend into other domains beyond simply family life. No research has examined the effects of abusive supervision in the context of dual jobholders. Given that roughly 7.2 million Americans are dual jobholders, it is particularly advantageous to examine the ways in which the negative effects of abusive supervision manifest among dual jobholders. We examined the if abusive supervision occurring at one job spills over and negatively affects an individual at their second job, in the form of burnout. Results suggest negative mood mediates

sustainable, individuals craft a work structure, or a work eco-system, comprised of intrinsically and financially rewarding tasks.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

the relationship between primary job abusive supervision and second job burnout. These results extend upon previous research by demonstrating the far-reaching effects of abusive supervision, particularly in the context of dual jobholders. We discuss the research and practical implications of our findings.

[view paper \(if available\)](#)

Women Leaders' Resilience: How Women Reach and Succeed in Leadership Positions

Author: **Stephanie Duchek**; BTU Cottbus-Senftenberg

Author: **Charlotte Foerster**; Evangelical U. of Applied Sciences Dresden

Author: **Ianina Scheuch**; TU Dresden

Although there are preliminary indications that resilience is a key capability for women on their way to leadership, research in this context is extremely rare. In particular, there is a lack of empirical studies on the specific role of resilience in achieving top leadership positions and on the factors that help to develop high levels of resilience. To narrow this research gap, we provide an exploratory interview study. We conducted 52 in-depth, semi-structured interviews with women leaders from upper, middle, and lower leadership positions in different industrial sectors. Based on our qualitative content analysis, we identify women's main challenges on their way to leadership, resilience factors in three categories (experiential, individual, and contextual factors), and opportunities for promoting resilience. Our study contributes to women leaders and (women) leaders' resilience research and offers a substantial starting point for future empirical research. Furthermore, it provides insights into the development of women leaders' resilience in practice.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

CAR

Work-Nonwork Interface (session

GDO

'His' and 'Her' Career: Exploring the

1632)

Work-Family Enrichment and Conflict: A Comparison of the Diversified and Unified Approaches

Author: **Wai Hung Thomas Ng**; U. of hong kong
Author: **Chang Su**; U. of hong kong

Research on the work-family interface has extensively examined employees' work-family enrichment (including both work-to-family enrichment (WFE) and family-to-work enrichment (FWE)) and work-family conflict (including work-to-family conflict (WFC) and family-to-work conflict (FWC)). The predominant approach is to adopt a diversified perspective that makes a distinction between work-to-family and family-to-work influences and between enrichment and conflict experiences. An overlooked alternative is to adopt a unified perspective that considers higher-order latent constructs signifying groups of variables with convergent theoretical content. Such aggregate constructs represent the broader cognitive categories that individuals use to conceptualize their career experiences. There are three ways in which the unified perspective can be applied to work-family interface research: (a) in examining the overall work-to-family (WFE and WFC) versus family-to-work experience (FWE and FWC), (b) in examining the overall enrichment (WFE and FWE) versus conflict experience (WFC and FWC), and (c) in examining the overall work-family experience (WFE, FWE, WFC, and FWC) as an aggregate. This study evaluates the relationships among social support, work-family variables, and well-being using both the diversified and unified approaches. Meta-analytical structural equation modeling shows the diversified approach to outperform the unified approach, suggesting that future studies should focus on capturing employees' specific work-family experiences.

view paper (if available)

Broadening Work-Family Conflict Scholarship: Gig Workers' Sensemaking of Context-Grounded Pressures

Author: **Mina Beigi**; Southampton Business School, U. of Southampton

Unexpected Consequences of Gendered Stereotypes (session 1640)

Although women are still overall more likely to experience career disadvantages relative to men at work, empirical analyses have shown how socialized and cultural expectations about gender in work settings can produce positive and negative career outcomes for both genders. This symposium offers novel insights on the conditions under which gender stereotypes can help or hinder careers in unexpected ways. Specifically, we bring together a set of five papers that examine how cultural beliefs about gender, gendered differences in social tie formation, and the gender composition of teams and organizations can positively and negatively influence the career trajectories of men and women. Identifying these consequences of gender stereotypes serves as a starting point for finding practical ways to promote gender equity and improve working conditions for both men and women throughout professional organizations.

Should Old Acquaintance Be Forgotten: Gender Differences in Networks & Performance Following Mobility

Evelyn Ying Zhang; U. of Toronto, Rotman School of Management
Brandy Aven; Carnegie Mellon U.

The Help-Seeking Paradox: Gender and the Effects of Career Re-Entry Assistance

Julia Lee Melin; Stanford U.

A Fatherhood Penalty? Examining Fatherhood and Promotion Time in the Workplace

Maima Aulia Syakhroza; Cass Business School
Ming De Leung; U. of California, Irvine

Distributions that Divide: Structural Predictors of Gender Pay Inequality

Mabel Abraham; Columbia Business School
Youjin Jenna Song; Columbia Business School

Gender, Team Composition, and Career Attainment in Organizations

Elizabeth Linos; U. of California, Berkeley

Author: **Shahrzad Nayyeri**; Tarbiat Modares U.
Author: **Melika Shirmohammadi**; Idaho State U.

Not all workers, navigating varying institutional contexts, experience work-family interface similar to a typical Western employee examined in the extant literature. In this qualitative study, drawing on institutional logics and sensemaking perspectives, we theorize the impact of institutional context on 64 App-based taxi drivers' (ABTDs) work-family conflict (WFC) in a non-Western unconventional context. We contribute to work-family theory and practice by developing a process model that (a) identifies work and family pressures grounded in institutional context in which our participants navigated their work and family; (b) demonstrates how ABTDs make sense of context-grounded work and family pressures by interpreting them as first-order WFC and enacting them through the implementation of alleviating strategies at work or family; (c) conceptualizes first-order WFC defined as an incompatibility experienced when context-grounded pressures from one domain (e.g., work) constrain participation in the other domain (e.g., family), and (d) extends WFC to reflect how macro-level context can be manifested in workers' WFC experiences.

[view paper \(if available\)](#)

There's Two Sides to Every Tale: Enabling – Enclosing Work-Life Policies and Autonomy Satisfaction

Author: **Sarah Bourdeau**; UQAM U. of Quebec in Montreal, Canada

Author: **Nathalie Houlfort**; UQAM U. of Quebec in Montreal, Canada

Author: **Léandre-Alexis Chénard Poirier**; UQAM U. of Quebec in Montreal, Canada

Work-life policies are offered to employee to help manage conflicting demands stemming from work and life. Yet findings on the actual outcomes of such policies are mixed. Indeed, most research tends to bundle different work-life policies instead of taking into consideration their differential nature. One exception is the enabling – enclosing conceptualisation of work-life policies (Bourdeau et al., 2019). In this paper, a series of four cross-sectional studies with various samples of potential

Sanaz Mobasseri; Boston U. Questrom School of Business

Asynchronous

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

and actual work-life policies users was conducted, in order to 1) empirically validate that work-life policies can be classified using the enabling – enclosing proposition; 2) investigate how the use of enabling, mid-range and enclosing policies relates with various intraindividual outcomes; and 3) integrate the self-determination perspective (Ryan & Deci, 2017) in order to explore the mediating role of autonomy satisfaction in these relationships. Confirmatory factorial analyses in all 4 studies confirmed the 3-factor model, both for projected use (Study 1, N = 292; Study 2, N = 168) and actual use (Study 3, N = 284; Study 4, N = 251) of work-life policies. Furthermore, structural equation modeling analysis showed that higher use of enabling policies leads to higher levels of satisfaction with life, career, and work-life balance, whereas higher use of enclosing policies leads to higher levels of burnout and turnover intentions, both directly (Study 3) and through the mediating role of autonomy satisfaction (Study 4). We discuss theoretical and practical implications of this research.

[view paper \(if available\)](#)

**Work Challenge Stressors and Spousal Outcomes:
A Moderated Model of Stress Mindset**

Author: **Zheng Chen**; U. of south florida st peterburg
Author: **Limin Hou**; East China U. of Science & Technology

Based on the spillover-crossover model, we examined how employee work challenge stressors impact spousal outcomes by collecting time-lagged and multi-source data on work challenge stressors, work-to-family conflict, distress, and recovery from both members of dual-career couples. We hypothesized that the stress mindsets of both partners moderate the indirect relationships of employee work challenge stressors and work-to-family conflict to employee and spousal well-being outcomes. Results partially support our hypotheses and have both research and practical implications.

[view paper \(if available\)](#)

Reaching Your Career Goals: Will it Make You and Your Partner Happy? A Dual-Earner Perspective.

Author: **Elisabeth Abraham**; KU Leuven

Author: **Marijke Verbruggen**; KU Leuven

Author: **Lynn Germeys**; KU Leuven

This paper investigates the impact of career goal progress on career and life satisfaction in a dual-earner context. We explore three competing perspectives on the role of partner's career goal progress: partner coordination, reinforcement and hindrance. Hypotheses were tested using the Actor-Partner Interdependence Model (APIM) on two-wave data of 98 dual-earner couples (i.e., 186 employees). Our results establish a direct effect between individual career goal progress and individual life satisfaction for men, but not for women. We also found a negative covariance between individual and partner career goal progress, which supports the partner coordination perspective. Implications for future research are discussed.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

GDO

Cultural Diversity and Diversity Perspectives (session 1639)

Leader-Member Exchange and Subjective Well-Being: The Moderating Role of Cultural Metacognition (WITHDRAWN)

Author: **Huong Le**; Deakin U.

Author: **Zhou Jiang**; Flinders U.

Author: **Katrina Radford**; Griffith U.

The importance of social relationships at work for employee well-being is well recognized in the literature. This study aims to examine a moderating role of metacognitive cultural intelligence in the relationship between leader-member exchange and subjective well-being. Drawing on conservation of resources theory, we argue that metacognitive cultural intelligence is a boundary condition that alters the strengths of the leader-member exchange-subjective well-being relationship. We

HR

HRM and Performance Outcomes (session 1644)

Improving Innovation Performance Through Employee-Driven Innovation Routes: The Role of HRM

Author: **Maarten Renkema**; U. of Twente

Author: **Anna C. Bos-Nehles**; U. of Twente

Author: **Koen Boertien**; U. of Twente

Recent research on employee-driven innovation (EDI) has tried to explain how EDI emerges through innovation routes. However, there is little knowledge on which instruments can be used to support innovations through EDI routes to improve innovation performance of organizations. Therefore, the purpose of this research is to explore how EDI routes emerge and which instruments based on the abilities, motivation, and opportunities (AMO)

tested the conceptual model using regression analysis from a sample of migrant workers (N=462). The results demonstrated that metacognitive cultural intelligence moderated the relationship between leader-member exchange and subjective well-being in such a way that the effect was stronger among those migrant workers with lower levels of metacognitive cultural intelligence. This paper provides the theoretical and practical implications.

[view paper \(if available\)](#)

Leadership by Gender Stereotypes: Systematic Examinations of Culture and Gender of Leaders

Transnational Research Best Paper Award

Author: **YeunJoon Kim**; U. of Cambridge

Author: **Sooyun Baik**; London Business School

Author: **Soo Min Toh**; U. of Toronto

Author: **Yingyue Luan**; U. of Cambridge

We investigate how leadership behaviors are contingent on the cultural context and the gender of leaders and followers. Drawing on the theoretical lens provided by the gender stereotype literature, we propose that cultural tightness may shape leaders' perception that their groups have negative attitudes toward stereotypically feminine leadership behavior, which in turn leads them to counter the stereotype by displaying more directive and less empowering leadership behavior. Counterintuitively, these mediated relationships may be stronger for female leaders than for male leaders, as female leaders may feel a higher threat caused by such stereotypes and thus attempt to counter this threat by engaging in even more directive and less empowering leadership behavior than male leaders. Lastly, the counterintuitive behavior predicted for female leaders in tight groups may be further strengthened when they lead male-dominated groups than when they lead female-dominated groups (three-way interaction). We test these hypotheses in a multi-source and multi-wave field study with 159 middle managers in 159 bank branches, and the results supported our hypotheses.

[view paper \(if available\)](#)

Unpacking the Black Box of How Diversity

framework can influence EDI routes towards enhanced innovation performance. In this qualitative research, an in-depth case study at a Dutch housing association is conducted based on 17 interviews from a multi-actor perspective, documents on innovative strategy, and observations. The results provide insights on how EDI routes emerge at the housing association through three phases consisting of activities that shape those phases, and illustrate which ability, motivational, and opportunity enhancing instruments play a role in the phases within the EDI routes.

[view paper \(if available\)](#)

The Unintended Outcomes of Performance Management Systems: Gaming in British Universities

Author: **Btissam Aboubichr**; U. of Bedfordshire

Author: **Neil Conway**; Royal Holloway, U. of London

There are growing concerns in the literature about the deficiencies of performance management systems in achieving their intended outcomes and that they can lead employees to engage in behaviors that go against the outcomes intended by the designers of the systems. Despite calls to understand the negative outcomes that can unintentionally arise from performance management systems, little is known about what these outcomes are and how they arise. Using data collected from 65 semi-structured interviews with academics working in 13 research intense business schools/schools of management in the United Kingdom, this paper demonstrates how performance management systems can encourage employees to engage in a range of behaviors termed as gaming, used by academics to circumvent the systems. It categorises six features of gaming behaviors: gratuitous proliferation, cooking the books, hoarding performance, collusive alliances, pandering to customers, and playing safe. The paper then examines the distinctive features of each behavior and illustrates how the behaviors arise as a response to performance management systems. Given the widespread use of performance management systems and the close similarities in the way they are implemented in different public

Perspectives Develop: A Case Study in Autism Employment

Author: **Jennifer R. Spoor**; La Trobe U.

Author: **Darren Hedley**; La Trobe U.

An organization's diversity perspective affects how diverse groups are integrated into the organization, and the extent to which the organization can leverage its diversity (Ely & Thomas, 2001). However, prior research has not examined diversity perspectives with respect to neurodiversity or autism employment, which may be an underutilized source of competitive advantage (Austin & Pisano, 2017). There is also limited research on the processes that underlie the emergence of specific diversity perspectives. We propose that intergroup contact mechanisms (Pettigrew, 1998; Pettigrew & Tropp, 2006) are an important mediator in the emergence of specific diversity perspectives. The research draws on a case study of an Australian autism employment program. We analyzed the program design and themes that emerged from qualitative data collected from 32 employees working with trainees with autism. The analysis revealed that multiple diversity perspectives were intended and emerging in practice. The focus group themes identified both positive and negative effects of the program, and suggestions for improvement, consistent with the intergroup contact mechanisms. This research extends the theoretical base of diversity perspectives and provides practical insights into the barriers, facilitators, and mediating factors associated with successful organizational diversity programs, particularly in relation to disability and neurodiversity.

view paper (if available)

Reframing to Reduce Resistance: Using System Affirmation to Improve Gender Bias Training

Author: **Lauren R. Hotchkiss**; U. of Guelph

Persistent gender gaps in the workforce prove difficult to change without looking at the role of implicit gender biases. The proliferation of training designed to address implicit bias has left inconclusive findings, ranging from minimal effects (e.g. minimal changes to attitudes) to no effect to negative effects (e.g. increased use of negative stereotypes). The present paper focuses on gender

and private sector organizations, the derived categories are relevant to contexts beyond the university setting.

view paper (if available)

Dazed and Confused: Reconsidering the Relationship Between Drug Testing and Firm Performance

Author: **Erik Taylor**; East Carolina U.

Author: **Jeremy Bernerth**; San Diego State U.

As the United States nears its 50th anniversary in the War on Drugs, societal attitudes toward substance use have changed drastically, especially with respect to the substance most commonly tested for in the workplace: marijuana. Despite the changing tide of attitudes toward substance use, about half of medium and large corporations still test employees for drugs as part of employment screening, ongoing employee management, or both. Moreover, despite the prevalence of workplace drug testing, little research has investigated how drug testing relates to firm performance. In this work, we draw from the behavioral theory of the firm and to predict that drug testing is a perceived violation of employee's rights and privacy, and that these violations affect employee attitudes and, subsequently, employee performance. Moreover, we argue that drug testing represents a disregard on the part of management for the rights and privacy of employees, which in turn informs how employees interact with other stakeholder groups, negatively affecting firm social performance. Findings reveal that organizations utilizing drug testing regimes do indeed experience decreases in financial performance and tend to have more extreme outcomes on social performance dimensions, with both positive and negative dimensions of social performance increasing or decreasing simultaneously.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

biases and aimed to test how a common form of implicit bias training can be framed to improve outcomes. Using a between-subjects experimental design with 481 undergraduate students, we tested if a system affirmation manipulation following training could help overcome resistance to training. We found a positive effect of training on knowledge of gender privilege and beneficial behavioural intentions. The interaction effect of training and system affirmation was not significant for attitudes towards learning, nor intentions to challenge gender privilege and engage in discussions with aggressors. In sum, this study provides insight to the usefulness of brief interventions and how system affirmation framing may be a method to improving training outcomes for organizations.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

HR

International HRM (session 1643)

Unified Holism Versus Granulated Integration: Managing Performance in Emerging Market MNCs

Author: **Ashish Malik**; Newcastle U. Business School

Author: **Pawan S. Budhwar**; Aston U.

Author: **Charmi Patel**; Henley Business School, U. of Reading

Analyzing qualitative case-study data from two emerging market multinational corporations (MNCs) from Indian pharmaceutical industry, we develop two conceptual frameworks for analyzing performance in an indigenous and a modern pharmaceutical MNC. The indigenous Ayurveda pharmaceutical firm focused on a holistic approach of managing multiple stakeholders. Its overarching performance goal was of all stakeholders collectively contribute to the patient and others' holistic wellbeing. The unified and singular efforts of all employees and stakeholders dovetailed to achieve physical, mental, emotional, spiritual and environmental wellbeing as a proxy for performance. Organizational values, culture, and contextual influences of informal learning,

HR

Newcomer Socialization (session 1645)

How Two Motivational Orientations Forge Newcomers' Cohort Network Centrality and Emotional Support

Author: **Jinyi Zhou**; U. of Science and Technology Beijing

Author: **Ning Li**; U. of Iowa

Author: **Wei Chi**; Tsinghua U.

Social connections play a vital role in helping newcomers fit into a new work environment. In addition to seeking important information from organizational "insiders" such as coworkers and leaders, newcomers also need social support from other newcomers with similar experiences during the socialization process. In the current study, drawing on socioanalytic theory, we propose that newcomers with a competitive or cooperative orientation will follow different networking patterns within their friendship cohort network. Newcomers with a high competitive orientation will gradually enter the core of the friendship cohort network, while newcomers with high cooperative orientation

empowerment and task variability helped in achievement of its overarching goal. The second case's contrasting scientific approach of an atomistic, granulated and objective way of assessing and evaluating performance focused on cost-effectiveness, innovation and high-performance. Performance coaching and task invariability adversely affected individual outcomes. Implications for future research and practice are also discussed.

[view paper \(if available\)](#)

Performance Management and MNEs: The Impact of Different Economies

Author: **Elizabeth Houldsworth**; U. of Reading

Author: **Marianna Marra**; U. of Sussex

Author: **Chris Brewster**; Henley Business School, U. of Reading

Author: **Michael Brookes**; U. of Hertfordshire, UK

Author: **Geoffrey T. Wood**; U. of Western Ontario

We investigate whether certain performance management practices are used more in some national contexts and amongst MNEs rather than in other national contexts or in indigenous companies. We use data from Europe collected as part of the comparative Cranet survey data of HRM practice to focus on the use of performance appraisal, adopting the lens of comparative capitalisms. We find that, in comparison to firms operating in the Anglo-Saxon liberal market economies, performance appraisal (and, notably, systems linking pay to rewards) is considerably less used in the various categories of coordinated market economies found in continental Europe. This may be a reflection of systemic restraints on effective people management, although a look at national productivity rates might suggest otherwise. As expected, foreign owned MNEs tend to use performance appraisal more than organizations in our sample; this may be a reflection of either country of origin pressures (with most originating in LMEs). However, even in the latter, MNEs were likely to make usage of more comprehensive forms of performance management than their domestic counterparts, infusing elements that went beyond rewards, to encompass training and development and career planning. This may either reflect the superior resources MNEs may have at their disposal and/or an emerging best practice

will have a higher increase of in-degree centrality. A cohort with 438 newcomers in a large manufacturing company was tracked for eleven months (six waves) after entering the company to test our hypotheses, showing that competitive orientation is positively related to newcomers' increases of coreness centrality, and cooperative orientation is positively related to increases of in-degree centrality. Further, the increase of coreness centrality is positively related to newcomers' perceived emotional support from other newcomers, which in turn reduced their work-related emotional exhaustion.

[view paper \(if available\)](#)

Flock Together or Fly Alone: Cohort's Influence on Newcomer's Job Search and Turnover

Author: **Koustab Ghosh**; Indian Institute of Management, Rohtak

Author: **Amit Jain Chauradia**; Indian School of Business

Author: **Chandrashekhar Sripada**; Indian School of Business

In this paper, we identify and study the influence of a specific group of others, the newcomer's cohort of peers, on newcomer's turnover and job search. While a cohort will have similar effects on a newcomer as predicted by the on-the-job embeddedness literature, we find two other relevant moderators—newcomer-cohort closeness ties and newcomer location preference—as moderators that enhance or curb newcomer's job search and turnover. We studied responses from 656 recently graduated newcomers who are divided into twenty cohorts in an information technology (IT) services and consultancy organization. We found cohort's job search partially mediated the relationship between cohort's job embeddedness and newcomer's job search, and between cohort's job embeddedness and the newcomer's voluntary turnover. Newcomer-cohort closeness network relations, characterized by small network size and high network tie strength and density, positively moderated hypothesized relationships between cohort's job search and newcomer's job search as well as turnover. By contrast, newcomer's job placement in a preferred geographic location offsets

model. We found little no tendency for firms worldwide to default to the LME model indicating the continued relevance of national institutional recipes.

[view paper \(if available\)](#)

Organizational Responses to Competing Institutional Logics: The Moderating Role of Type of Wasta

Author: **Alissa Hankache**; ESCP Business School

This study explores how subsidiaries of Western multinational companies (MNCs) and private local organizations in Lebanon respond to competing market and culture logics. It investigates the different elements that constitute market and culture logics in a given context. Furthermore, this paper provides and answers to why organizations choose specific responses in the way they do. 33 semi-structured interviews with 36 human resource (HR) professionals and line managers provide an answer to the how and why questions. This paper brings forward the importance of different type of wasta that plays a moderating role in choosing the optimal response to competing logics. Results show that “good” and “bad” wasta affect differently organizational responses. Therefore, insights generated from this study contribute to international human resource management (IHRM) knowledge and institutional logics perspective.

[view paper \(if available\)](#)

What Makes Self-Initiated Expatriates Perform Well? Development and Testing of a Model

Author: **Sanjay Kumar Singh**; Abu Dhabi U.

Author: **Nikos Bozionelos**; EMLYON Business School

Author: **Manilo Del Giudice**; U. of Rome “Link Campus”

Author: **Shlomo Yedidia Tarba**; U. of Birmingham

Author: **Hengky Latan**; HLC Consulting, Jl. Kertanegara Selatan V No 5B Semarang 50241, Indonesia

Drawing upon anxiety/uncertainty management (AUM) theory and organization support theory (OST),

the effects of the cohort on the newcomer’s turnover. However, it has no effect on the newcomer’s job search. We contribute to the social network and newcomer turnover literature by signifying the socialization with cohorts in the workplace is a crucial social group that can bring on-the-job stability and continuity for newcomers in the organization.

[view paper \(if available\)](#)

The Effect of Applicants’ Reaction to Selection Process on Post-Entry Organizational Socialization

Author: **Se-ung Park**; Agency for Defense Development, South Korea

Author: **Kyoungmin Lee**; U. of Minnesota - Twin Cities

Author: **Junseok Song**; U. of Minnesota - Twin Cities

Author: **Sunhee Lee**; Chungnam National U.

We examine the process by which employees’ reactions and attitudes toward selection process influence newcomers’ socialization outcomes. We collected data from applicants for a Korean company during selection process as well as after entry into the organization. Partial least-square structural equation modeling analyses on a sample of 358 pairwise deleted data generally supported the notion that applicants’ psychological experience during selection process has a significant impact on post-entry socialization. Specifically, the results showed that two types of applicants’ reactions to the selection procedure (i.e., justice perception and negative emotions to selection process) had indirect effects on emotional exhaustion and life satisfaction after job placement through serial multiple mediators (overall attitude toward selection process, organizational justice expectation, and perception of person-organization fit at the time of entry). However, positive emotion toward selection tests did not have a significant effect on the subsequent socialization process. Findings from the current study contribute to our understanding of how applicants’ experiences shape their initial adjustment to organizations, as well as point to implications for HR managers in practice.

[view paper \(if available\)](#)

this study developed and tested a model of how self-initiated expatriates (SIEs) perform well. We collected data from 276 superior-subordinate dyads and which was analyzed using structural equation modeling (SEM) to examine the hypotheses of the study. The model posed that SIEs' job performance depends on interplay of perceived organizational support and role clarity that, however, do not influence job performance directly. The results were in line with the idea behind the model: a). role clarity mediates the influence of perceived organizational support and work adjustment; and b). work adjustment mediates the influence of role clarity on task performance and organizational citizenship behavior. The implications of the findings for theory, practice and for future research are discussed.

[view paper \(if available\)](#)

Asynchronous

INTERNATIONAL RESEARCH PAPER SESSION ASYNCHRONOUS

Asynchronous

RESEARCH PAPER SESSION ASYNCHRONOUS

IM

Emerging International Management Topics: Cognition, Friendship & Arranged Return (session 1646)

HR Practices for Managing Aging Employees in Organizations: The Case of Thailand

Author: **Chaturong Napathorn**; Cornell U. / Thammasat U.

This paper examines human resource (HR) strategies and practices considered particularly beneficial for aging employees in organizations in Thailand, an under-researched developing country. Based on a cross-case analysis of seven organizations across industries, the evidence draws on semistructured interviews and focus groups with aging employees, semistructured interviews with top managers and/or HR managers, field visits, and a review of archival documents and web-based resources, including newspaper reports and magazines. This paper proposes that HR strategies for managing aging employees at Thai organizations can be classified into 4 groups: growth, maintenance of the current level of functioning, recovery from losses, and regulation of losses. Each group includes

IM

Expatriate Adjustment, Well-Being & Development (session 1647)

Individual Differences in Expatriate Mentoring Benefits

Author: **Haiying Kang**; RMIT U.

Author: **Jie Shen**; Shenzhen U.

Author: **Quan Jin**; Shanghai U. of International Business and Economics

We hypothesized the moderating effects of cultural distance between home and host countries, protégé biological sex, and length of international assignment on expatriate work performance on international assignment. The results of analyzing the multi-sourced data supported the hypotheses. This research extends social learning theory and evolutionary psychology and has significant practical implications.

[view paper \(if available\)](#)

several HR practices appropriate for managing aging employees. Furthermore, one of the most important HR practices that is specifically appropriate for managing aging employees in Thailand and other developing countries with high levels of personal debt is the facilitation of financial planning, categorized as maintenance of the current level of functioning because it helps aging employees maintain their standard of living after retirement. The proposed HR strategies and practices are particularly beneficial for aging employees because they help individuals achieve higher levels of functioning, maintain the current levels of functioning despite new challenges, return to previous levels of functioning after loss, and organize adequate functioning at lower levels when maintenance or recovery is impossible.

[view paper \(if available\)](#)

Cognitive Schemas of Multicultural and Multilingual Employees

Author: **Tomke Jerena Augustin**; Eberhard Karls U. Tübingen

Author: **Markus Pudelko**; U. of Tuebingen

This study explores multicultural and multilingual individuals as two employee groups that gain increased importance for globally operating organizations. Companies have recognized the valuable resources these employees bring to their cross-cultural and cross-lingual ventures. As such, this study investigates their cognitive schemas as an important resource for outcomes in the workplace. Cognitive schemas are organized knowledge structures and influence individuals' thinking, behaviour, emotions and how information is interpreted. Based on the analysis of 154 semi-structured interviews, we develop a framework of multicultural and multilingual schemas within individuals. Our inductive theory building concluded that their schemas are developed through external influences and internal dealings and consist of unique compositions of cultural and language elements. The schemas highlight the importance to consider varying degrees of knowledge in their multiple cultures and languages, specifically related to the professional and private contexts. In addition, they further our understanding about the individual

Modes of Cross-Cultural Leadership Adjustment: A Study of Anglo Expatriates in Latin America

Author: **Chris Hugh Carr**; U. of Edinburgh business school

Author: **Zoe Gallon**; U. of Edinburgh business school

This paper responds to the demand for further research into cross-cultural leadership adjustment (CLA) (Shay and Tracey, 2009; Tsai et al, 2017) by examining the factors affecting the modes of CLA of expatriates in Latin America. It also uses data from a similar CLA study in Thailand (Tsai et al., 2017) to compare and contrast their findings from worldwide companies in Thailand with our findings in Latin America, to ascertain whether the adjustment process is similar in different countries with similarly high levels of novelty of subordinate characteristics. It explores issues regarding expatriate failure, especially in developing countries (Desatanick and Bennett, 1978 as cited in: Zeira and Banai, 1985), but here in the context of Latin America to gain insight into the factors that influence the CLA of expatriates; distinguishing between the factors that aid adjustment, and those that prevent it. We highlight some similarities between geographically distant samples; therefore it supports the use of the framework by Tsai et al. (2017) as a borderless model that can be applied to any culture with high novelty of subordinate characteristics.

[view paper \(if available\)](#)

Work and Non-Work Related Antecedents of Expatriates' Well-Being: A Meta-Analysis (WITHDRAWN)

Author: **Tania Biswas**; U. of Vaasa

Author: **Liisa Makela**; U. of Vaasa

To increase the knowledge of antecedents of expatriates' well-being, this meta-analytic review combines the empirical results from 24 studies. The study summarizes the impact of different work related and non-work related antecedents on work well-being and general well-being in expatriate employees. The meta-analysis shows that job roles have a negative impact on expatriates' work well-being, whereas organizational support has a strong and positive meta-analytic relationships. Work adjustment showed to have both positive and

agency in developing the schemas. We propose a shift toward acknowledging the existence of a multicultural schema and a multilingual schema within individuals as opposed to multiple cultural and language schemas.

[view paper \(if available\)](#)

Biases in Financial Resource Allocation to Subsidiary Projects: The Role of Psychic Distance

Author: **Jelena Cerar**; WU Vienna

Author: **Phillip C. Nell**; WU Vienna U. of Economics and Business

Author: **Benoit Decreton**; WU Vienna U. of Economics and Business

This paper investigates biases of senior managers in the financial resource allocation process. In particular, we analyze the role that perceived psychic distance plays in headquarters (HQ) managers' decisions to fund entrepreneurial initiatives stemming from their subsidiaries. We used an experimental vignette approach with 109 managers from 35 countries. We find that psychic distance to a subsidiary country is negatively related to resource allocation of HQ managers only when proposals were submitted by expatriates. A potential explanation is that expatriates are perceived to lack relevant contextual knowledge for such initiatives to be valuable. This result is particularly striking because the payoff functions of our experimental design were clearly not dependent on these characteristics. We contribute to the literature on psychic distance, biases and resource allocation within multinational corporations (MNCs).

[view paper \(if available\)](#)

Arranged Friendship: A New Construct, Instrument, and National Rankings

Author: **Vas Taras**; U. of North Carolina, Greensboro

Author: **Ola Taras**; U. of North Carolina, Greensboro

The study introduces a new construct labeled here "arranged friendship" (AF). Based on an international sample of 7,481 people from 141 countries, an instrument for measuring AF is developed and

negative impact on expatriates' work well-being. Moreover, we found work-to-life interference factors to negatively correlate with expatriates' work well-being and spouse support to have positive effects. Work-life interference factors have negative impact on expatriates' general well-being. Thus, we find a spill-over effect from private life to work well-being; the spill-over effect from work life to general well-being remains underexplored. The antecedents with the highest relative effect size on expatriates' well-being are job factors at the negative side and perceived organizational support on the positive side. Work adjustment and work-family interference are the variables with the broadest impact on both work well-being and general well-being and work adjustment shows to have the potential to both induce a resource gain, but also contribute to resource losses.

[view paper \(if available\)](#)

Investigating Expatriate Adjustment with Cultural Sensemaking: The Case of Expatriates in Australia

Author: **Elise Goiseau**; I'U. Paris-Dauphine (Paris IX), PSL

Author: **Lucy Taksa**; Macquarie U.

The scholarship on expatriate management and specifically on expatriate adjustment has paid little attention to expatriates' day-to-day experiences in their host organisations and to the contexts in which this experience takes place despite the numerous calls for more contextualised studies in international management research. This paper is based upon an exploratory empirical research among French and American financial auditor expatriates in Australia. First, it sheds light on the areas of difference encountered by the expatriates in their new work environment in Australia, thus offering to deepen the domain of expatriate adjustment to work. To do so, it emphasises, in two distinct case studies, the work experiences of French and American expatriates in Australia. Second, drawing upon the notion of cultural sensemaking, this paper offers to explain why the American and French expatriates' experiences of adjustment are different and argue for the importance of taking cultural contexts into account when studying expatriate adjustment.

validated, and national rankings are offered for the prevalence of AF beliefs and practices. In general, AF is empirically associated with, or predicted by, economic development of the country, such that less economically developed countries tend to display a higher preference for AF. However, the U.S. and Canada are notable outliers: while highly economically developed, the two countries score high on AF values and practices, similar to how these two countries score on religiosity. The data also indicate that AF is on the rise in the U.S., whereas such a tendency is not observed in the rest of the world.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

Understanding Expatriate Adjustment in Bangladesh: An Examination of the Theory of Work Adjustment

Author: **SK Tasthekur Hossain Kowshik**; Monash U., Malaysia

Author: **Yin Teng Chew**; Monash U., Malaysia

Most of the cross-cultural adjustment (CCA) studies lacks theoretical underpinning in understanding how expatriates adjust in new cultural setting. This study is the first to apply the Theory of Work Adjustment (TWA) framework to examine individual and organizational elements that may contribute to CCA. Thematic analysis of 19 in-depth interviews conducted in Bangladesh revealed emerging themes and narratives that are consistent with the conceptualization of work adjustment in TWA. The two main themes that emerged for Abilities are learning exposure and learning experience which illustrated different ways of managing Demand (i.e., work-related, general living), Needs (i.e., work-related, general living), and challenges (i.e., coping, resilience, self-reflection). Expatriates who are resilient tend to rely on their intelligences and problem solving skills. The Supply-Needs Fit revealed that organizations can support adjustment by ensuring similarity in systems and sharing of personal goals of expatriates. Organization can also support by ensuring work autonomy, leadership trainings, and organizational support towards the family of expatriates. This study revealed that the TWA conceptualization should explicitly recognize the interlinked of Demand-Need and Supply-Abilities links that also has practical implications. In a developing country such as Bangladesh whereby life can be tough for adjustment, the context in which expatriates are exposed in the Demand of the work environment matters as certain new expatriate Needs may emerge during the assignment. Therefore, organization should continue to assess how they can play supportive role to enhance CCA of expatriates beyond pre-relocation stage and not assuming the sufficiency of accumulated international experience for CCA.

[view paper \(if available\)](#)

IM

Networks and Ties for Global Expansion (session 1649)

How Much Do Political Connections Matter for Firm Internationalisation? A Meta-Analytic Review

Author: **Xiaojing Lu**; Birkbeck, U. of London

Author: **Rong Zeng**; U. of Manitoba

Author: **Xiaming Liu**; Birkbeck, U. of London

Prior empirical studies provide indefinite conclusions to the political connection (PC) - internationalization link and the boundary conditions. In this paper, we conduct a meta-analytic review of the relationship between PCs and firm internationalization, and boundary conditions influencing their relationship. Based on a dataset from 59 papers encompassing 25,197 observations, our findings endorse the argument that PCs have a positive impact on firm internationalization. Specifically, our results demonstrate that PCs facilitate a firm's various international commitment modes, but not international diversification. PCs embedded in host countries have a stronger impact on firm internationalization than PCs originating from home countries. Furthermore, PCs promote firm internationalization more strongly in a late stage than in an early stage. PCs are perceived to play a much larger role in firm internationalization by managers than the effect sizes observed from objective data. Surprisingly, we do not find support for the effect size difference between developing and developed host countries. We point out the implications and directions for future research of PCs based on the findings and characteristics of the meta-analysed dataset.

[view paper \(if available\)](#)

How Do Foreign Entrepreneurs' Network Structures Influence Venture Performance in an Emerging Market

Author: **Ali Ahmad**; School of Economics & Management, Tongji U.

Author: **Yuan Li**; Shanghai Jiao Tong U.

IM

Working with the Macro Environment for Internationalization (session 1648)

Acquisition Completion of High-Tech M&As by Chinese firms

Author: **Monica Yang**; Adelphi U.

This paper draws upon institutional theory to incorporate multi-level influences of institutional environment (i.e., knowledge distance at the country level, industry attraction at the industry level, and government involvement at the firm level) to examine the determinants affecting acquisition completion. With 895 cross-border M&As in the high-tech industries initiated by Chinese firms from 1991 to 2018, we found that the likelihood of acquisition completion increases when knowledge distance between China and host countries decreases and when China shows high interest in the high-tech industries. In addition, we found that government involvement in acquiring firms as opposed to target firms has different influence on the likelihood of acquisition completion. Specifically, the likelihood of acquisition completion increases when an acquiring firm is with government involvement. It decreases when a target firm is with government involvement. The implications of the study of cross-border M&As by firms from emerging markets were thus discussed.

[view paper \(if available\)](#)

International Opportunity Discovery of Born Global Firms: The Role of Institutions

Author: **Rubina Romanello**; U. of Udine

Author: **Masoud Karami**; Queenstown Resort College

Author: **Stephan Gerschewski**; U. of Kent

Author: **Natasha Evers**; Trinity Business School, Trinity College Dublin - U. of Dublin

Author: **Cici Xiao He**; U. of Otago

Author: **Sajid Awan**; CEO Capacity Building
International Islamabad

Author: **Longwei Tian**; Shanghai Jiao Tong U.

It has been challenging for entrepreneurs to exploit business opportunities outside of the native country borders and establish a business venture. From the social network perspective, we examine how and to what extent foreign entrepreneurs' – the individuals who pursue and exploit business opportunities across international markets – network structural holes do influence the business venture performance. Using survey data from 195 foreign entrepreneurs in China, we found that foreign entrepreneurs' social network structural holes in and outside the host country positively influence business venture performance. We explored a mechanism of opportunity recognition that mediates the relationships between network structural holes and venture performance. Also, social network diversity acts as a critical boundary condition that amplifies the effect of network structural holes on business venture performance. This study contributes to international entrepreneurship research and provides several implications for business ventures that embark on operating in emerging economies.

[view paper \(if available\)](#)

Global or Local Networks: Which Shape Firms' Opportunity Development in International Markets (WITHDRAWN)

Author: **Chia-Ling 'Eunice' Liu**; National Taiwan U.

Author: **Huan Zou**; SOAS U. of London

Author: **Pervez Nasim Ghauri**; U. of Birmingham

Considering international entrepreneurship as a process of opportunity development, we integrate the opportunity-based perspective and network theory to investigate how global and local networks influence opportunity development in the internationalization process of the firm. The empirical evidence is based on a cross-sectional sample of 199 Taiwanese firms. The results highlight that global networks have a significant impact on opportunity exploration, while local networks enhance opportunity exploitation. We also find that, when firms are active in opportunity development, they are capable of enhancing their international

The study examines home-country institutions as contextual factors influencing the process of international opportunity discovery in the case of born global companies embedded in two different institutional contexts: an emerging economy, China, and a developed country, Italy. Drawing on the opportunity-based view and institutional theory, the study explores and draws comparative insights into how home country institutions of born global firms can influence the international opportunity discovery process. Using a case study approach, we examine the international opportunity discovery process of six born global firms from China and Italy and show how home-country institutions can influence the process of developing cross-border opportunities in born global firms. The findings reveal that home institutions played an influential, yet, differentiating role on the international opportunity discovery processes of the Chinese and Italian firms. The institutional context of the Italian firms shaped their opportunity discoveries through product innovation, whereas their Chinese counterparts discovered opportunities mainly through networks embedded their home institutional context.

[view paper \(if available\)](#)

International Migrant Remittances, New Venture Funding, and Informal Economy

Author: **Peiyi Jia**; U. of Massachusetts Lowell

Author: **Li Sun**; UMass Lowell

Developing countries are characterized by a significant portion of informal economy which constrains the inclusive growth and entrepreneurship development, and a large inflow of remittances from abroad. There are continued and growing interests in international migrant workers remittances and informality among scholars and policy makers. However, these two concepts have not been connected in the literature. Based on theories of informality, we develop a mediation model linking migrant worker remittances to home country informality together and examine the mediating role of new venture funding availability. We adopt Baron & Kenny's (1986) four step approach to test the mediation

competitiveness. It also confirms that ambidexterity has a positive impact on firms' international performance.

[view paper \(if available\)](#)

Speed Up or Slow Down? Toward a Domestic Dependency Network Model (WITHDRAWN)

Author: **Heechun Kim**; U. of Calgary

Author: **Jie Wu**; U. of Macau

Author: **Douglas A Schuler**; Rice U.

Author: **Robert E. Hoskisson**; Rice U.

Author: **Sung Hun Chung**; Rice U.

The Uppsala model has been widely used to explain variations in firms' internationalization speed by focusing on foreign networks. To correct a potential geographic blind spot in the Uppsala model, we add a domestic dependency network viewpoint, concentrating upon political and business ties with domestic network actors, based upon resource dependence theory (RDT). We test the proposed model on a sample of 689 Chinese multinational enterprises (CMNEs) between 1999 and 2013. The results show that CMNEs politically tied to the central government internationalize faster than CMNEs without such ties. We also find that CMNEs with ties to local governments and to foreign JV partners internationalize more slowly than CMNEs without such ties. We also show how multiple domestic dependency network ties interact to influence internationalization speed. We discuss the implications of our findings for the Uppsala model and RDT.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

effect, and use instrumental variable regression to address endogeneity issue. Our results show that migrant remittance reduce home country informality through its positive impact on new venture funding availability.

[view paper \(if available\)](#)

Political Fragmentation and Firm Entry in the Mexican Maquiladora Sector

Author: **Arkangel Miguel Cordero**; U. of Texas At San Antonio

Although prior studies using a bargaining perspective have argued that political fragmentation has a positive impact on organizational outcomes and market entry, they have narrowly focused only one type of political fragmentation, horizontal, to the neglect of the other, vertical. By failing to consider the differences between these two types of political competition, prior predictions on the effects of political fragmentation on firm outcomes are likely to be more limited than previously posited. We examine vertical political fragmentation and argue that this will have a negative impact on firm decisions to enter geographic markets. Applying an institutional theory lens, we propose that vertical fragmentation will reduce the attractiveness of certain locations as potential sites for firms by augmenting institutional complexity and diminishing organizational access to resources. By examining market entry of all foreign manufacturing firms (maquiladoras) into Mexican cities from 1990 to 2006, the results show that vertical political fragmentation decreases firm entry, and that this effect is mediated by the amount of public resources that flow from upper to lower-level government jurisdictions, and is moderated by vertical fragmentation at other government levels and in jurisdictions where vertical fragmentation is a new phenomenon.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Issues in Management Education (session 1650)

We Don't Need No Education: Moderators of the Startup Intent Entrepreneurial Education Link

Author: Tyler Burch; Idaho State U.

Author: Gregory B Murphy; Idaho State U.

Author: Neil Michael Tocher; Idaho State U.

While research has identified a consistent link between intent to start a business (i.e. startup intent) and willingness to seek entrepreneurial education (EE), studies also indicate that many entrepreneurs have little if any business education or training. However, research examining factors that explain why individuals who lack EE tend to pursue new venture creation is rare. Given this gap, we examine whether individual characteristics influence the startup intent EE intentions relationship on a sample of 199 American adults. Notable findings suggest that extroversion, openness to experience, agreeableness, entrepreneurial efficacy, and risk propensity reduce the chances that individuals with high startup intent will pursue EE. Study findings imply that individual characteristics may be a key factor which helps explain why many persons with high startup intent do not pursue EE, which in turn likely hinders their chances to successfully launch and operate new ventures.

view paper (if available)

Entrepreneurial Competencies in the Creative Industry: A Study with Music Professionals

Author: Tatiane Brum De Oliveira Reis; UNISINOS U.

Author: Amarolinda Klein; UNISINOS U.

Author: Danilo Dantas; École des Hautes Études Commerciales de Montréal - HEC Montreal

Despite the importance of the creative industry for the economy and the need for entrepreneurship education in this area (DCMS, 2001; UNESCO, 2013), there is still a limited understanding of the content and methods to be used in teaching entrepreneurship to creative industry professionals

Addressing Gender Performance and Advancement Gaps (session 1662)

The Objectification Spillover Effect: Why and How objectifying a Woman Affects Other Women (WITHDRAWN)

Author: Laura Guillén Ramo; ESADE Business School / Ramon Llull U.

Author: Maria Kakarika; EM Normandie Business School

Research suggests that objectification involves perceiving a woman as an object rather than as a human being and that focusing on a woman's appearance reduces perceptions of her humanness. However, the effect of such objectification on other women is under-examined. We bridge the objectification with social attractiveness and cognitive psychology literatures to theorize on how objectification of a woman influences perceptions about other women, suggesting a spillover effect. Across 4 studies, we found that objectification of women spills over and influences perceptions of other professional successful women, and this effect depends on the physical attractiveness of those women and the gender of the evaluator. Together, these findings are the first to establish an objectification spillover effect for successful professional women.

view paper (if available)

Congruence Between Self-Affirmation and Self-Construal Eliminates the MBA Gender Performance Gap

Author: Jennifer Kim; U. de los Andes, Colombia

Author: Joel Brockner; Columbia U.

Author: Caryn J. Block; Teachers College, Columbia U.

We examined whether greater congruence between participants' self-construals and the self-affirmation exercise in which they engaged would mitigate the tendency for women to perform worse than men in the MBA classroom. Participants varying in their self-construals were randomly assigned to one of three conditions: 1) an individual self-affirmation condition in which they wrote about a value that is important to them, 2) a collective self-affirmation condition in

(Damásio & Bicacro, 2017; Matetskaya, 2015). The present research aims to understand the needs and ways of learning of creative industry professionals, regarding the development of their entrepreneurial competences. Semi-structured interviews were conducted with 31 Brazilian musicians who have their own businesses. The results indicate that most musicians learn best through practice, searching for information and learning contents on Youtube and face difficulties to concentrate while learning. Regarding the learning needs of entrepreneurial competences, management skills, especially time management and organization, stand out. The article contributes to the understanding of entrepreneurial competences and learning in the creative industry. It brings evidence about the learning process of creative professionals (musicians) and reveals main development needs of entrepreneurial competences in this context.

[view paper \(if available\)](#)

Developing Resilience Through IP Literacy and Multidisciplinary Management Education: Nimble Project

Designated as a “Best Paper” for MED

Author: **Francine Schlosser**; U. of Windsor

Author: **Myra Tawfik**; U. of Windsor

Author: **Jill Urbanic**; U. of Windsor

Author: **Karima Bawa**; U. of Windsor

Author: **Po Kwan Tara Chan**; U. of Windsor

Intellectual property (IP) generation and protection have become essential components of entrepreneurial management. The nimble project case study examines students and professors from business, law, and engineering, faculties and a client who participated in a unique management training collaboration. Our qualitative research explores how multi-disciplinary teams working together from the inception of a business idea provide robust capacity for knowledge transfer and the development of IP literacy. Such collaboration develops resilience in both IP strategic skills development and the ability to respond to adversity. We identify four management learning outcomes related to the Nimble experience: 1) communication and knowledge exchange, 2) importance of IP literacy, 3) resilience, and 4) recognition of the professional

which they wrote about a value that is important to them and their ingroup, and 3) a control condition in which they wrote about a value important to someone else. We found that: 1) the gender performance gap, found in the control condition, was eliminated in the self-affirmation condition and 2) the gender performance gap was particularly likely to be eliminated under conditions of congruent self-affirmation (when those high in independent and low in interdependent self-construal engaged in individual self-affirmation and when those high in interdependent and low in independent self-construal engaged in collective self-affirmation). The discussion centers on: (1) specification of when wise interventions are more likely to be impactful, (2) consideration of cross-cultural differences in wise intervention effects, and (3) the practical value of allowing entering students to engage in self-affirmation.

[view paper \(if available\)](#)

When Gender Stereotypes Prevent Women from Networking Efficiently

Author: **Zoe Ziani-Francllet**; ESSEC Business School

While women network as much as men, they seem to benefit less from their networking activities, and no explanation has been provided to explain this gender gap so far. In the present paper, I argue that women network less efficiently than men because they renounce some networking actions for fear of being misjudged. I show that the existence of a specific stereotype painting women as able and willing to use their power of attraction to manipulate men makes certain networking strategies appear risky. In particular, I argue that women expect that actions aimed at deepening and strengthening relationships with their male supervisors will reflect negatively on their image. For this reason, they are less likely to engage in those actions, at the cost of valuable relationships and potential career rewards. I test this model in a pre-registered lab experiment based on vignettes, and find partial support for it, and interesting results about men.

[view paper \(if available\)](#)

A Multi-Level Examination of National and

differences between disciplines. We build new knowledge and context regarding the development of resilience and skills and the development of IP literacy through learning by doing.

[view paper \(if available\)](#)

Broadening Our Senses: The Aesthetics of Online MBA Studio-Based Education

MED Best Paper in Management Education Award sponsored by MOBTS and the Journal of Management Education for the paper that offers the most significant contribution to management education.

Author: **Kathy Mack**; U. of South Carolina-Aiken

Drawing from the traditions of arts, craft and aesthetics, both organizations and business schools are 'broadening their sights' to studio practices for creative and innovative ways to enhance knowledge. Studio methods engage participants in collaborative artistic methods that involve materializing artifacts to generate new perspectives on management and organizational issues. Research is needed to complement the growing interest in studio activities. This paper suggests that the field of organizational aesthetics opens up nuanced philosophical, theoretical and practical understandings on studio-making practices. Since 'business studios' are typically based on assumptions of physical co-presence, virtual studio inquiries require 'broadening our senses'. The current study explores my own experimentation with online MBA studio practices. Studio accounts from two online Organizational Behavior course iterations are studied through the lens of aesthetics. Excerpts from students' accounts reveal both artistic-aesthetic challenges and 'learning-by-making' insights associated with virtual studio-based management education. Practical implications, conference theme connections and suggestions for future research are considered.

[view paper \(if available\)](#)

The Role of Materiality in Student Learning about Strategy

Organizational Hurdles in Female Top Manager Appointments

Author: **Jia Li**; Eindhoven U. of Technology

Author: **Boris Lokshin**; Maastricht U., School of Business & Economics

Author: **Christophe Boone**; U. of Antwerp

Taking an integrative approach, we examine the interplays of institutional origins of gender biases in top management appointment. Two biases are studied: glass ceiling bias (lower likelihood of women in leadership positions) and glass cliff bias (higher likelihood of women in precarious leadership positions). Based upon role incongruity and social identity theories, we test the hypotheses in 211 market-leading firms across 19 OECD countries from 1998 to 2014. As expected, we find that masculine national cultures and male TMT representation lower the likelihood of female appointment but poor firm performance increases it especially when male TMT representation is high. Overall, women in feminine countries can break the glass ceiling when male TMT representation and/or firm performance are low. In masculine countries, albeit reaching top leadership positions in crisis times, women face "concrete ceilings" thereafter, as their sporadic presence does not lead to further systematic breakthroughs.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PRACTICE

ASYNCHRONOUS

PAPER SESSION

Designated as a "Best Paper" for MED
Author: **Peisheng Huang**; U. of Queensland
Author: **April L. Wright**; U. of Queensland
Author: **Stuart Anthony Middleton**; U. of Queensland

Scholars have focused renewed attention on the importance of strategic management education and the need for further research into the learning experiences of students in strategy courses. Addressing this call, we ask: How do material objects influence student learning of strategy? We conduct an inductive qualitative study exploring how undergraduate students in a core strategy course undertake strategic analysis using two types of material objects: (1) whiteboards and (2) flipcharts. Our findings show how four properties of material objects – location, record-keeping, form, and sensation - influence particular aspects of student learning experiences about strategy. The study contributes new insights about the role of materiality in strategic management education and has pedagogical and practical implications for researchers and educators.

[view paper \(if available\)](#)

Asynchronous

TEACHING THEME RESEARCH PAPER SESSION ASYNCHRONOUS

OB

Broadening Sight at the Board Level: Perspectives from Error Management Research (session 1652)

Asynchronous

THEME RESEARCH SYMPOSIUM ASYNCHRONOUS

OB

Emotion Regulation (session 1661)

Emotional Regulation, Emotional Intelligence, and Emotional Regulation Flexibility: What's the Knot?

Author: **Akhila Veldandi**; Indian Institute of Management Indore

This article is a study of emotional regulation and emotional intelligence in the organization context. The critical dimensions of both the constructs are discussed in the article. The possibilities of integration of emotional regulation and emotional intelligence are explored, and a novel construct, emotional regulation flexibility is elucidated in this regards. The impact of emotional regulation in the performance of groups at the workplace is examined. The effect of emotional intelligence on

the performance of individuals and groups is elaborated. The articles that tested these constructs in relation to work performance are listed. Emotions in groups at workplace and emotional regulation strategies are represented comprehensively with the help of figures.

[view paper \(if available\)](#)

A Lifespan Perspective on Emotion Regulation Repertoires at the Workplace (WITHDRAWN)

Author: **Elissa El Khawli**; U. of Groningen

Author: **Susanne Scheibe**; Groningen U. (RuG)

Author: **Anita Keller**; U. of Groningen

Emotion regulation at work has received considerable attention in recent years. According to lifespan-psychological theory and research, aging is associated with improvements in emotion regulation. Nevertheless, results regarding better emotion regulation strategy use with age in the organizational aging literature have been inconsistent. In the present study, we aim to reconcile some of these divergent results by studying emotion regulation strategies at the repertoire level as opposed to investigating the use of single strategies, and by investigating the role of work conditions as contextual affordances of these emotion regulation strategies. Using a sample of 980 participants, we first identified five work-related emotion regulation latent profiles and examined their associations with well-being outcomes. Second, using configural frequency analysis, we found that overall, emotion regulation profiles that were positively associated with well-being were more (less) likely to be afforded in favorable (unfavorable) working conditions, which calls into question the hypothesis of emotion regulation as a buffer to occupational demands. Third, older workers were more likely to be members of emotion regulation profiles that were positively associated with well-being, thereby replicating the older-age advantage in emotion regulation in the work context. Interestingly, older workers' emotion regulation strategy use seemed more stable across all work contexts than younger workers' strategy use, which points to the need for more research regarding younger workers' responses to work conditions. Keywords: Emotion regulation; age; latent profile analysis; well-being; job design

view paper (if available)

Surface Acting as a Mediator between a Perceived Emotional Demands-Abilities Fit and Disengagement

Author: **Irmgard Mausz**; Ludwig Maximilian U. of Munich (LMU)

Author: **Angela Kuonath**; Ludwig Maximilian U. of Munich (LMU)

Author: **Dieter Frey**; Ludwig Maximilian U. of Munich (LMU)

In this study, we examine the relation between the perceived emotional demands-abilities fit (ED-A fit) and the burnout dimension disengagement in the emotionally highly demanding profession of judges and the process in which surface acting is a potential harmful factor by mediating the forenamed relation. 713 judges in family and civilian court in Germany participated in a two-part online survey. As hypothesized, results imply that surface acting is mediating the relation between the perceived ED-A fit and disengagement. A low perceived ED-A fit was linked to the application of surface acting. Subsequently, the more surface acting was used by judges, the more they felt disengaged. Results help to gain a better understanding of the harmful role of surface acting, especially in judges. Also, the findings indicate the relevance of a perceived ED-A fit in emotional labour jobs. Theoretical contributions, future perspectives and implications for practice are discussed.

view paper (if available)

Daily Antecedents and Consequences of Deep Acting Toward Coworkers

Author: **Hadar Neshor Shoshan**; U. of Mannheim

Author: **Laura Venz**; Leuphana U. Lüneburg

In this diary study we tested reciprocal relationships between state positive affect and deep acting toward coworkers. We suggest that state positive affect in the morning will provide employees with the positive energy needed to engage in deep acting toward their coworkers during the workday. Deep acting toward coworkers will be rewarded; thus, we hypothesized that coworkers will reciprocate and

show more emotional and task support as a response. Coworker support, in turn, was expected to boost well-being, predicting higher state positive affect at the end of the workday. During a two-week diary study, 102 employees answered a general survey and 618 daily surveys. Multilevel path analysis showed that morning state positive affect was positively related to daily deep acting toward coworkers. Moreover, daily deep acting toward coworkers was positively related to more emotional (but not task) support from coworkers, which then predicted higher end-of-work positive affect. Findings highlight the importance in studying emotional labor toward coworkers, as well as the bright side of emotional labor and the potential positive feedback loops that employees can experience at work.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

OB
IM
MSR

Future Directions of Servant Leadership: A Research Incubator (session 1665)

Asynchronous

INTERNATIONAL

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OB

Giving and Receiving Helping Behaviors (session 1656)

Time to Help? Contextualizing Trajectories of Organizational Citizenship Behavior

Author: **Sabine Raeder**; U. of Oslo

Author: **Felix Anker Klein - Of Psychology**; Institute of Psychology, U. of Oslo

Author: **Knut Inge Fostervold**; U. of Oslo

Organizational citizenship behavior (OCB) has been found to vary over time, but its longitudinal development has remained unexplored. Drawing from event system theory and human capital theory, we investigate the development of OCB over time and contextualize it with events in the organization that affect employees and their work tasks and with resources provided through human resource management (HRM) practices. The longitudinal growth model was tested in a sample of 205 employees with monthly measures over one year. For each event, we found distinctive trajectories of OCB. Furthermore, the HRM practices of selective

staffing and training influenced OCB at the onset of an event, whereas the HRM practices of decision making, performance management, and promotional opportunities determined the level and the development of OCB after the event reorganization. Our contextual view of the development of OCB helps in understanding what motivates employees to perform OCB and what resources support discretionary behavior.

[view paper \(if available\)](#)

Am I Obligated to Pay It Forward? A Moderated Mediation Model of Employee Reactions to Received Help

Author: **Yuan-Fang Zhan**; Huazhong U. of Science and Technology

Author: **Lirong Long**; Huazhong U. of Science and Technology

Author: **Ye Li**; -

Author: **Jinfan Zhou**; Nanjing U.

According to social exchange theory, when employees receive help from their coworkers, they often “pay it forward” by helping their coworkers and organizations in turn. Although this direct effect is well-established, scholarly understanding of the types of help most likely to be paid forward is limited. Similarly, the mechanisms and boundary conditions of these effects are underdeveloped. In this study, we address these issues by proposing a contingent reciprocation model that explains when employees feel obligated to repay coworker help through a recipient-centric lens. Using a twice-daily experience sampling method (ESM) to collect multi-wave data from individuals working fulltime in a mid-sized technology company, we find that employees increase their OCBs in response to reactive help (i.e. help they requested), but not in response to proactive help (i.e. help they did not request). Furthermore, we demonstrate that these effects are driven by felt obligation, and stronger among women than among men.

[view paper \(if available\)](#)

The Dark Side of Escalating Citizenship: A Longer-Term Dynamic Perspective

Author: **Andrea Kim**; Sungkyunkwan U.

Author: **Youngsang Kim**; Sungkyunkwan U.

Author: **Yoonsung Cho**; Sungkyunkwan U.

Given the growing demand for organizational citizenship behavior (OCB) in contemporary organizations, this study delves into a mechanism through which OCB performers risk incurring personal and professional costs over time as well as its boundary condition. Drawing on conservation of resources (COR) theory, our study proposes that job demands mediate the linkages between long-term escalating OCB and negative outcomes and that these detrimental processes depend on organizational tenure. Our moderated mediation analysis using a four-wave dataset of 1,524 workers in a U.S. health care organization reveals that a growth trajectory in OCB accruing over time leads to emotional exhaustion and work-to-family conflict through job demands. Furthermore, the indirect effects of long-term escalating OCB on emotional exhaustion, work-to-family conflict, and turnover intentions are more salient among employees with longer organizational tenures. Our claims and findings provide theoretical implications for OCB with respect to its dark side and dynamics in a longer-term perspective. The results of this research also offer practical insight into how to effectively manage good citizens in organizations.

[view paper \(if available\)](#)

Reputation or Credits? Respect's Role in the Relationship Between Help-Giving and Help-Seeking

Author: **Qiqi Wang**; Renmin U. of China

Author: **Jun Liu**; Renmin U. of China

In this study, we investigate the relationship between employees' help-giving behavior and help-seeking behavior from the intrapersonal perspective. Based on self-regulation theory, we point out and demonstrate two serial underlying mechanisms (i.e., reputation pathway and credits pathway) between employees' help-giving behavior and their subsequent dependent help-seeking behavior. Furthermore, we identify and test the

OB

Interpersonal Trust (session 1659)

Examining the Independent and Joint Effects of Trustee Competence and Intention on Trust Development

Author: Xuchang Zheng; Dublin City U. Business School

Author: WANXIN WANG; Imperial College Business School

Author: Jonathan Pinto; Imperial College London

Trust research identifies two fundamental trustee attributes as important for trust development, i.e., intention and competence. In this paper, we examine the independent and joint impact of these two attributes on trust development. Results from an experiment and a field study suggest that trustors tend to prioritise cues about a trustee's intentions over the trustee's competence. For instance, we find that if trustors are unsure about a trustee's intentions, then it does not matter whether the competence cues are positive or negative. Also, incompetent trustees with positive intention are more trusted than competent trustees lacking positive intention. The impact of intention cues is not affected by the lack of trustee competence. We discuss the implications of our findings for both theory and practice.

moderating effect of leader respect to solve the opposite effect of help-giving behavior on subsequent dependent help-seeking behavior indicated by the two serial underlying mechanisms. We tested our hypotheses using a multi-wave data collected from 276 employees. Our results showed that the positive (negative) relationship between workplace help-giving behavior and dependent help-seeking behavior is serially mediated by personal reputation and reputation maintenance concerns (moral credits and help-seeking justification). Leader respect weakens such a positive relationship and strengthens the negative relationship. We discuss the theoretical and practical implications for helping literature.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

MOC

HR

Motivation is Social: Interpersonal and Relational Perspectives on Work Motivation (session 1667)

The Intrinsic Motivation Penalty: Those Higher on Intrinsic Motivation are Given Undesirable Tasks

Sangah Bae; Neo@Ogilvy

Kaitlin Woolley; Cornell SC Johnson College of Business

Do Intrinsically Motivated Employees Sanction their Extrinsically Motivated Team Members?

Mijeong Kwon; U. of Michigan, Ann Arbor

Julia Lee Cunningham; U. of Michigan

The Influence of State Emergency Volunteers' Age on their Psychological Needs and Retention

Marylene Gagne; Curtin Uni

Aleksandra Luksyte; U. of Western Australia

Hawa Muhammad Farid; U. of Western Australia

Darja Kragt; U. of Western Australia

view paper (if available)

Trusting Kind Friends and Fair Leaders: How Relationships Affect the Antecedents of Trust (WITHDRAWN)

Author: **Alexander Kentaro Moore**; U. of Chicago Booth School of business

Author: **Joshua Lewis**; The Wharton School, U. of Pennsylvania

While a robust literature explores the antecedents of trust in organizations, thus far, none has addressed how and why the nature of trust differs across relationships. In the present research, we demonstrate that the nature of trust in friends and leaders is fundamentally different. Specifically, trust in friends relies on perceptions of benevolence, whereas trust in leaders relies on integrity. We establish these results across one pilot study, three main experiments, and three replications (total N = 1387) that explore how individuals trust targets as friends and leaders subsequent to observing targets resolve ethical dilemmas that involve tradeoffs between benevolence and integrity. Across our studies, we use both attitudinal and behavioral measures of trust, and a range of ethical dilemmas. This research deepens our understanding of both trust as well as the relationship between morality, hierarchy, and relationship formation.

view paper (if available)

The Dynamic Relationship of Trustworthy Behavior with Trusting Behavior

Author: **Kai Frank Uhlemann**; TUM School of Management, Technische U. München

Author: **Marcus Armin Drescher**; Heilbronn U. of Applied Sciences

Author: **M Audrey Korsgaard**; U. of South Carolina

In this study, we examine the dynamic relationship of trustworthiness cues with trusting behavior in teams. We posit that teams have to learn to interpret behavioral cues as stable dispositions and weigh this information differently for their decision to trust as teams develop. Utilizing longitudinal data on 785 teams from an online simulation over 27 weeks, we demonstrate that trustworthy behavior

Specifying Performance Outcomes of Perceived Overqualification Through Motives at Work

Chao Ma; Australian National U.

Zhen-Xiong Chen; Australian National U.

Asynchronous

INTERNATIONAL

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

has a nonlinear relationship with trusting behavior over time. Our findings contribute to literature on trust development and advance understanding of its predictors.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

RESEARCH

OB

New Insights into OB Research (session 1654)

A New Perspective on Military Leadership

Author: **Oyvind Martinsen**; Norwegian Business School

Author: **Thomas Hol Fosse**; Norwegian Defense U. College

Author: **Rino B. Johansen**; Norwegian Defense U. College

Author: **Geir Ove Venemyr**; Inland Norway U. of Applied Sciences

In this paper we describe the development of a theory and a new measure of military leadership. Based on a definition of military leadership and Yukl's (2013) three metacategories of leadership (Task-, Relationship-, and Change-orientations), and military conceptions of Role Model, we identified an initial pool of relevant leadership constructs in military documents and in focus group discussions. The several constructs were operationalized and analyzed in four studies. A total of 5,374 military personnel participated. In the first study, we used exploratory factor analysis (EFA), applied a multisource perspective, and identified three correlated components. We labeled these Task Oriented, Development Oriented, and Role Model. In the second study, which was based on a single-source perspective, the three factors were cross-validated and compared to transformational leadership (TL), Ohio constructs, and leader-member exchange (LMX). In the third study, the three factors were analyzed using confirmatory factor analysis (CFA), multilevel and multitrait multimethod (MTMM) analyses, where leadership

OB

New Perspectives on Workplace Ostracism: Examining its Dimensionality, Antecedents, and Outcomes (session 1653)

This symposium seeks to provide new perspectives on workplace ostracism with four papers addressing four different important research questions that have been largely overlooked by previous studies. These questions include how language-based exclusion impacts employees' deviant behavior, how task-related and personal-related ostracism have different impacts on employees, what causes workplace ostracism, and how workplace ostracism hinders employees' abilities. These four papers examine these questions using different theoretical perspectives and methods. Hopefully, this symposium can enhance a finer-grained understanding towards workplace ostracism, spark new research directions, and ultimately further move this field forward.

Language-Based Exclusion Increases Workplace Deviance Among the Morally Disengaged

Kristin Sommer; Baruch College & The Graduate Center, CUNY

Mary Kern; City U. of New York, Baruch College

Mukta Kulkarni; Indian Institute of Management, Bangalore

Marino Mugayar-Baldo; City U. of New York

Examining Different Implications of Task and Personal Ostracism

Rui Zhong; Sauder School of Business, U. of British Columbia

factors were included as traits and rating sources were included as methods. Results supported the three factors while it was also shown that rating sources had large effects on the trait correlations. In the fourth study, common variance for three sources across the military leadership facets and factors was shown to have predictive validity when officer performance evaluations of subordinate leaders were used as the criterion and recorded several months after leader multisource assessments. Taken together, the present conceptualization of military leadership shows promising validity. Limitations are discussed.

[view paper \(if available\)](#)

A Meta-Analysis of Neglected Artifacts in Organizational Behavior Mediation Research

Author: **Juan I. Sanchez**; Florida International U.

Author: **Chen Wang**; Florida International U.

Author: **Ajay Rama Ponnappalli**; Florida International U.

Author: **Hock-Peng Sin**; Florida International U.

Applications of statistical mediation analysis in organizational behavior research are vulnerable to statistical and methodological artifacts whose actual influence on the results of primary studies remains largely undocumented. Unlike traditional meta-analysis, ours neither estimated nor corrected population parameters for statistical artifacts. Instead, we computed the magnitude of spurious variance associated with artifacts across primary studies focused on not only mediation and partial mediation, but also incremental non-mediation, which we defined as the amount of incremental variance explained by the mediator beyond that explained by the independent variable. Analyses of 268 primary studies covering four widely employed organizational behavior mediators – justice, support, leader-member exchange (LMX), and trust – published in high-impact journals revealed that artifacts accounted for up to 16%, 9%, and 17% of the variability in the mediation, partial mediation, and incremental non-mediation effects, respectively. Certain artifact combinations made the likelihood of a specific type of mediation more likely. For instance, partial mediation was larger when (1) the study employed the same method to gauge the

Sandra Robinson; U. of British Columbia

Understanding the Antecedents of Workplace Ostracism through a Social Identity Lens

Lynn Shore; Colorado State U.

John Morton; Colorado State U.

Chris A. Henle; Colorado State U.

Samantha A. Conroy; Colorado State U.

Workplace Ostracism Hinders the Function of Emotional Intelligence

Jie Ma; Lanzhou U.

Xia Li; Lanzhou U.

Huiyuan He; Lanzhou U.

Asynchronous

INTERNATIONAL

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

independent and dependent variables, (2) the independent variable was reliable, and (3) the mediator was unreliable. We provide caveats intended to help researchers qualify their inferences of mediation drawn from this body of literature.

view paper (if available)

Broadening our Sight on the Decentralization-Organizational Performance Link: A Multi-Level Study

Author: **Hendrik Huettermann**; U. of St. Gallen

Author: **Stefan Berger**; U. of St. Gallen

Author: **Max Reinwald**; U. of Konstanz

Author: **Heike Bruch**; U. of St. Gallen

As organizations strive for more flexibility in their business procedures, decentralized organizational structures have reemerged as a topic of interest in recent years. Yet, despite its long-standing tradition, the literature on the implications of decentralization for organizational performance has remained inconclusive. Our study aims at illuminating prior ambiguous evidence by examining a central individual-level mechanism underlying the relationship. Integrating the perspective of organizational structure as opportunities and constraints with social information processing theory, we argue that transferring decision-making authority to lower organizational levels has a positive effect on employees' emergent leadership, however only to the extent that their direct supervisors act in accordance with decentralized structures. Findings from a multi-level, multi-source field study of 5,816 individuals nested in 145 companies support our predictions that organizational-level decentralization exhibits a positive effect on individual employee's propensity to emerge as an informal leader, but only when the employee's direct supervisor shows high levels of empowering leadership. Individual-level emergent leadership, in turn, aggregates to higher organizational performance. By examining an individual-level mechanism of the decentralization-organizational performance link, our study bridges macro- and micro-perspectives and helps to gain a better understanding of how organizations may reap the benefits of decentralized decision-making.

[view paper \(if available\)](#)

Asynchronous

THEME

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

Organizational Justice (session 1664)

The Interaction Effect of Supervisor Justice and Coworker Justice on Task Performance via OBSE

Author: **Wei Si**; School of Economics & Management, Tongji U.

Recent research on organizational justice demonstrated that employees do not only react to fair treatment from authorities (i.e., supervisor and organization) but also that from peer relationships (i.e., coworker). Nevertheless, little attention has been drawn to whether and how justice from authorities and justice from peers can affect employees jointly. Drawing on group engagement model (Tyler & Blader, 2000, 2003), I hypothesize that supervisor justice and coworker justice interact to influence employees' organization-based self-esteem (OBSE), such that the positive effect of supervisor justice on OBSE is stronger when coworker justice is higher. OBSE is further hypothesized to transmit the interaction effect of supervisor justice and coworker justice to employees' task performance. The hypotheses were supported by a time-lagged survey study conducted with nurses in China. Implications for group engagement model and the organizational justice literature are discussed.

[view paper \(if available\)](#)

Investigating How and When Regulatory Focus Differentially Relates to Employee Justice Perceptions

Author: **Kapil Verma**; Indian Institute of Management, Kozhikode

Author: **Kang Yang Trevor Yu**; Nanyang Technological U.

This study contributes to the emerging literature

OB

Personality and Dark Side Behaviors (session 1658)

Fuse and Fracture? A Dual-Pathway Model of Proactive Personality and Ostracism

Author: **Ruixue Zhang**; Rennes School of Business
Author: **Yaping Gong**; Hong Kong U. of Science and Technology

Author: **Anran Li**; Hong Kong U. of Science and Technology

Although there is consensus that the proactive personality is beneficial in the workplace, an unanswered question is whether proactive individuals are always appreciated by peers. This research depicts an "initiative paradox" by examining how peers respond to the focal proactive team member. Drawing upon trust literature and relative deprivation theory, we argued that peers respond to the proactive member in two different ways: showing trust to the proactive member or feeling relatively deprived of their common resources, and accordingly, less or more likely to ostracize the proactive member. The proactive member's prosocial motive and proself motive moderate these relationships. In study 1, we collected a three-wave hospital data (including 799 nurses nested in 116 nursing teams) and found that prosocial motive strengthens the positive effect of proactive personality on peers' trust and proself motive strengthens the positive effect of proactive personality on peers' feelings of relative deprivation. In study 2, we tested the full model (the first-stage moderated mediation model) with a three-wave data from 448 waiters in 132 restaurants in the catering industry in China. Results show that prosocial motive strengthens the indirect effect of proactive personality on ostracism through peers' trust and proself motive strengthens the indirect effect of proactive personality on ostracism through peers' feelings of relative deprivation.

[view paper \(if available\)](#)

that considers organizational justice as an endogenous variable that may be influenced by attributes of the employees themselves. Integrating the regulatory focus and social exchange theories, we test a model that links trait promotion and prevention foci with justice perceptions through work engagement. We propose that promotion focus is positively related with distributive, procedural and interactional justice with work engagement as the mediating factor. We further suggest that the association of prevention focus with the justice dimensions via work engagement depends on the extent to which the employee feels grateful at work. We test our hypothesized model in a two-wave study using a sample of 222 full-time working professionals. We find partial support for our model, as results indicate that high promotion focus employees perceive distributive and procedural justice due to high levels of engagement. On the other hand, we find that prevention focus is negatively related with distributive and procedural justice via engagement, but only for employees who experience lower levels of gratitude at work. Overall, our findings indicate that it is worthwhile to examine employee-based antecedents of justice perceptions.

[view paper \(if available\)](#)

Shooting for Fairness is Always Beneficial? Why and When Promotion Failure Affects Work Engagement

Author: **Zheng Zhu**; Renmin U. of China
Author: **Xingwen Chen**; U. of hong kong
Author: **Qingjuan Wang**; Nankai U.

Promotion, a part of the organization incentive and reward systems, drives employees to perform well and commit a lot to organizations. But we still know very little about the “promotion outcome—work state” relationship and its underlying mechanisms. Integrating resource-based perspective and attribution theory, we propose and test how and when promotion failure has detrimental effects on employee work engagement through cognitive and emotional resources mechanisms. Besides, we also examine the boundary role of overall promotion fairness perception. On the basis of three-wave data, our results indicate: (1) promotion failure is negatively related to employee work engagement

Development and Validation of the Vigilante Role Identity Scale (VRIS)

Author: **Maja Graso**; U. of Otago
Author: **Karl Aquino**; U. of British Columbia
Author: **Abhijeet K. Vadera**; Singapore Management U.
Author: **Lily Lin**; Beedie School of Business Simon Fraser U.

We report on the development and validity assessment of a new scale that measures the extent to which a person has adopted the vigilante role identity (i.e., someone who monitors the environment for signs of deviance and administers unauthorized punishment to those who engage in deviance). Four studies provide evidence for the construct validity of the vigilante role identity scale (VRIS). Study 1 presents an initial assessment of the factor structure and internal consistency of the VRIS. Studies 2 and 3 cross-validate the factor structure in new samples and show evidence of its discriminant validity with respect to measures of vigilante behavior, social vigilantism, and moral identity. Study 4 tests antecedents of VRIS scores based on DeCelles and Aquino’s (2019) workplace vigilante theory. We discuss theoretical and practical contributions that the scale offers to the study of workplace vigilantes. We discuss how it can advance scholars’ understanding of workplace vigilantism more broadly, which remains a poorly understood workplace phenomenon.

[view paper \(if available\)](#)

A Meta-Analysis of the Big Five and Dark Triad as Predictors of Workplace Deviance

Author: **Katherine Crawford Alexander**; Auburn U.
Author: **B. Parker Ellen**; Northeastern U.
Author: **Jeremy Mackey**; Auburn U.
Author: **Charn Patrick McAllister**; Northeastern U.
Author: **Jack Emery Carson**; Auburn U.

Despite the large and growing number of studies on workplace deviance, the field currently lacks a complete understanding of who perpetrates deviant behavior due to the presence of divergent perspectives. In one stream of research, scholars have examined the relationship between

through reduced self-efficacy and decreased positive affect; (2) the overall perception of promotion fairness strengthen the negative effect of promotion failure on employee cognitive and emotional resources (i.e., self-efficacy and positive affect) and work engagement. This research shifts our attention to the resource perspective to clarify the cognitive and emotional resource processes that relate promotion failure to employee work engagement, supports the potential dark side of the promotion fairness perception in explaining the impact of promotion failure, and provides practical advice for organizations and managers to effectively communicate the promotion outcome to promotion winners and losers.

[view paper \(if available\)](#)

Moral Heuristics of Fairness: How Interactional Justice Shapes Employee Moral Cognition and Deviance

Author: **Jin Song Li**; Shanghai U. of Finance and Economics

Author: **Yahua Cai**; Shanghai U. of Finance and Economics

Author: **Wang Haoding**; Shanghai U. of Finance and Economics

There has long been interest in how leaders' interactional justice influences their subordinates. Beyond the instrumental and relational model of justice, this research extends the interactional justice literature by revealing the moral implication of interactional justice that have impact on employees' moral cognition and behavior. Moreover, drawing on information processing theory that distinguishes between automatic and systematic modes, our research suggests that moral signals from ethical leadership are explicit and stable that could be automatically processed by employees. Therefore, ethical leadership reduce the employees' tendency to systematically process moral signals of leaders' interactional justice. 220 samples from field study shows that, leaders' interactional justice reduces employees' deviance by decreasing their moral disengagement. Under high level of ethical leadership, the relationship between moral disengagement and deviance is not significant. Further, ethical leadership substitutes

"traditional" personality traits (i.e., the Big Five, which consists of conscientiousness, agreeableness, emotional stability, openness to experience, and extraversion) and workplace deviance. In an alternate stream, scholars have examined malevolent personality traits (i.e., the Dark Triad, which consists of Machiavellianism, narcissism, and psychopathy) as predictors of workplace deviance. The purpose of our study is to integrate these two perspectives by examining the independent, additive, and incremental effects of the Big Five and the Dark Triad for predicting workplace deviance. Ultimately, our results contribute to the literature by painting a portrait of a workplace deviant through the use of meta-analytic techniques to explicate the effects of employee personality on both interpersonally- and organizationally-directed workplace deviance.

[view paper \(if available\)](#)

Team Competitive Climate, Creative Personality, and Unethical Behaviors (WITHDRAWN)

Author: **Xin Liu**; Renmin U. of China

Author: **Tae-Yeol Kim**; China Europe International Business School

Although creative individuals may engage in unethical behaviors, little is known about the conditions under which employees with a highly creative personality are more or less likely to engage in unethical behaviors. Utilizing a person-situation interactionist model, we theorized and tested the moderating effect of team competitive climate on the relationship between creative personality and unethical behaviors. In addition, we examined the indirect effect of team competitive climate on unethical behaviors through moral disengagement. Based on multilevel, three-wave data from 756 employees and their direct supervisors, we found that creative personality and team competitive climate interactively and indirectly enhanced moral disengagement via strengthening employee competitive orientation. We also found that employee competitive orientation (induced by team competitive climate) significantly amplified the relationships between creativity personality and moral disengagement as well as the indirect effect of creativity personality on unethical behaviors via moral disengagement. In addition, team competitive

the moral effects of interactional justice on employees' deviance. Together, our results suggest the moral cues from leaders' interactional justice have a relatively strong impact on employees' moral disengagement and deviance, and this impact will be influenced by ethical leadership as well.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

climate separately enhanced unethical behaviors via enhancing employee moral disengagement. Our results contribute to the creativity and ethics literatures by revealing how contextual variables affect unethical behaviors as well as the relationship between creative personality and unethical behaviors.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

OB

Shame, Guilt, and Pride (session 1660)

Self-Doubt Goeth Before the Pride

Author: Anat Hurwitz; New York U.

Author: Katherine Thorson; New York U.

Author: Casey Hoffman; New York U.

Author: Joseph Magee; New York U.

In a two-week experience sampling study of 328 employees from a wide range of jobs and organizations, we find that the extent to which employees experience self-doubt at the start of the workday shapes the emotions they experience at the end of the workday. On days when they made substantial task progress, employees who had experienced more self-doubt felt more relief but also more pride than those who had experienced less self-doubt. We interpret pride as both a response to achievement and a trigger that initiates a process of self-restoration. Consistent with these interpretations, we also find that pride is positively associated with self-restorative attitudinal and behavioral outcomes. On days when employees feel more pride, they experience a larger boost in self-evaluations (i.e., self-efficacy and self-esteem) and are more likely to engage in self-expanding job crafting behaviors at work. These findings, related to mostly ordinary task accomplishment in the workplace, closely track those of the first author's qualitative interview study (discussed only briefly here) of employees' responses to mostly major pride-eliciting achievements. Thus, we are confident that our results generalize across many different

OB

Team Agility: Adaptation, Reflexivity, Autonomy, and Overload (session 1655)

The Consequences of Collaboration Overload

Author: Jeffrey T Polzer; Harvard U.

Author: Evan DeFilippis; Harvard Business School

Collaboration is a key ingredient to organizational performance, yet employees in many companies struggle to achieve the right balance of collaborative activities. A common problem occurs when employees collaborate in frequent and time-consuming ways that interfere with productivity. To study this problem, we develop hypotheses about how meetings and email -- two common conduits of collaboration -- increase organizational performance up to a point, beyond which they have diminishing and then negative returns. We test these hypotheses with a novel dataset containing firm-level meta-data on meetings and email in 216,096 de-identified organizations. We find that meeting and email behavior each exhibit an inverted U-shaped relationship with firm revenue, providing the first evidence of this phenomenon across a large sample of organizations. The harmful effect of too many meeting hours on performance is amplified in firms that also have high levels of email activity. Meeting and email activity combine to influence multi-tasking, the phenomenon of sending emails during meetings, which, when overdone, is negatively associated with revenue. We discuss the theoretical and managerial implications of these results for the relationship between collaboration

types of tasks and projects in many different kinds of workplaces.

[view paper \(if available\)](#)

Do Moral Disengagers Feel Guilt and Shame? Moral Self-Condemnation Following Immoral Work Behaviors

Author: **Babatunde Ogunfowora**; Haskayne School of Business, U. of Calgary

Author: **Clara Lee**; U. of Calgary

Author: **Viet Quan Nguyen**; Haskayne School of Business, U. of Calgary

Author: **Mayowa Babalola**; *United Arab Emirates U.

Author: **Shuang Ren**; Deakin U.

In the past decade, a number of studies have found a consistent, positive link between moral disengagement (Bandura, 1986) and immoral behaviors in the workplace. According to Bandura, this occurs because moral disengagement minimizes one's anticipation of moral self-condemnation - feelings of guilt and shame that normally arise when one contemplates wrongdoing. Although research shows that moral disengagement is negatively associated with anticipatory guilt, scholars rarely consider its impact on self-condemning moral emotions after wrongdoing. In this paper, we examine the relationship between moral disengagement and experiences of guilt and shame following three types of immoral work behaviors - interpersonal deviance, (low) interpersonal citizenship behaviors (OCBI), and (low) cooperation. Across two studies using mixed methods, we find that moral disengagers experience guilt and shame following interpersonal deviance, (low) cooperation, and objectively measured cheating, but not (low) OCBI. In a third study, we show that moral disengagers exhibit greater psychological distress, turnover intentions, social loafing, and lower task performance as a result of their guilt and shame. We discuss the implications of these findings with respect to advancing moral disengagement and moral emotions theory in organizational scholarship.

[view paper \(if available\)](#)

and performance.

[view paper \(if available\)](#)

Putting the Team in the Driver's Seat: A Meta-Analysis on Team Autonomy and Team Effectiveness

Author: **Ji Woon Ryu**; Indiana U. - Kelley School of Business

Author: **Emily Neubert**; Indiana U. - Kelley School of Business

Author: **Erik Gonzalez-Mule**; Indiana U.

Autonomy is a ubiquitous team design feature, as it is purported to relate positively to team effectiveness. However, the theoretical link between team autonomy and team effectiveness is not well understood, and previous studies have found inconsistent relationships between team autonomy and various indicators of team effectiveness. To resolve the incomplete understanding of the effects of team autonomy and illuminate the "black box" by which it affects team effectiveness, we drew from the input-mediator-outcome framework to investigate task- and relationship-focused team functioning as mediators, while also testing the moderating effects of task interdependence, task complexity, and the autonomy measurement's referent. We also expanded the construct of team effectiveness beyond team performance to include behavioral and attitudinal team effectiveness outcomes. Our meta-analyses, based on 291 effect sizes from 58 studies conducted on 4,130 teams, revealed significant positive effects of team autonomy on team effectiveness and task- and relationship-focused team functioning. We found significant indirect effects of team autonomy on team effectiveness via both task-focused team functioning and relationship-focused team functioning. Task interdependence strengthened the relationship between team autonomy and team effectiveness, whereas task complexity weakened the relationship between team autonomy and task-focused functioning. Team autonomy was also shown to relate differentially to the effectiveness outcomes, and its relationship to team functioning was strongly influenced by the autonomy measurement's referent.

Qué Vergüenza: How an Organization Led National Scholarship Recipients to Become Ashamed of What Had Once Made Them Most Proud

Author: **Sandra Portocarrero**; Columbia U.

Research on shame — an unpleasant self-conscious emotion associated with a negative evaluation of the self — has been the purview of social psychologists and, more recently, of management scholars. While sociologists have made references to shame in their work, we lack a robust analysis of the social character of this emotion. In this project, I develop a processual framework that examines shame as a social phenomenon. I present shame as the internalization of stigma. Using the case of national scholarship recipients enrolled in an elite university, I reveal how different organizational actors deliver ambiguous messages through interactions, flyers, and mass e-mails that lead recipients to feel ashamed of their scholarship status. I draw from participant-observer and interview data to expand on four steps that create a sense of shame in national scholarship recipients. The findings have implications for understanding how well-intentioned organizational initiatives designed to foster the inclusion of disadvantaged people can backfire, negatively affecting individuals, groups, and organizations.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

[view paper \(if available\)](#)

Team Adaptation Under Inconsistent Team Rewards

Author: **Cana Karaduman**; Tilburg U.

Author: **Nicoleta Meslec**; Tilburg U.

Author: **Leon Oerlemans**; Tilburg U.

Organizations use teams as an adaptive and flexible response to rapidly changing environmental conditions. Team adaptive performance, which is team performance under changing environmental conditions, can be facilitated by motivational mechanisms. In this paper, we investigated the effect of team rewards on team adaptive performance. Noting the temporal nature of team adaptation and emergent states, we hypothesized that team reward consistency over time (as compared to inconsistency) would result in higher team adaptive performance. We further posited that team efficacy beliefs and team distributive fairness perceptions would partially mediate this relationship. We used a between-subjects (team reward condition: consistent or inconsistent) experimental study with 43 3-person student teams who performed a coordination task with a change in the task at the midpoint. The empirical results supported our predictions. Team reward consistency led to higher team adaptive performance. Team distributive fairness perceptions fully mediated this relationship. Team reward consistency also resulted in higher team efficacy beliefs, which also contributed to team adaptive performance. Thus, our paper highlights the importance of team rewards on team adaptation.

[view paper \(if available\)](#)

Error anxiety, Error Expectancy, Team Reflexivity and Individual-Level Errors

Author: **Zhanna Novikov**; Owen Graduate School of Management Vanderbilt U.

Author: **Rangaraj Ramanujam**; Vanderbilt U.

Errors in organizations perceived as indicators of poor performance and evoke negative emotions. However, being negative about errors, is not

OB

Team Creativity and Innovation (session 1657)

Mixed Signals? Consequences of Dual Sources and Mis/Alignment of Empowering Leadership on Innovation

Author: **Natalia Lorinkova**; Georgetown U.
Author: **Qaiser Mehmood**; Muhammad Ali Jinnah U.

In recent decades, organizations have increasingly emphasized the importance of innovation to stay competitive and emphasized the value in empowering staff to do so. In this study, we integrate arguments from leader distance and social information processing theory to explain how empowering leadership behaviors coming from two different sources (dual empowering leadership) uniquely and jointly motivate employee innovation through employee psychological empowerment. Empirical results, based on 322 IT employees who report to 105 direct supervisor and 17 senior managers, suggest that empowering leadership from a direct (close) supervisor positively and significantly predicts employee psychological empowerment, and in turn innovative performance. The relationship between empowering leadership from a senior (distant) leader and employee

necessarily lead to error elimination and may even increase the error rate. Building on error orientations (i.e. error anxiety and error expectancy) and team reflexivity, we examine the relationship between individual and team characteristics on individual-level errors. Using data from 239 individuals from 38 teams in two organizations we found that error anxiety, error expectancy, and team reflexivity interact in their relationship with individual-level errors. Our results provide empirical evidence of the possible negative influence of error anxiety on individual-level errors and suggest that error expectancy and team reflexivity can mitigate this influence.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

The Role of Mindfulness in Organizations (session 1663)

Between Mindfulness and Creativity: Conceptual or Experimental Creative Masters?

Author: **Aldijana Bunjak**; U. of St. Gallen
Author: **Guido Bortoluzzi**; U. of Trieste, Italy
Author: **Khatereh Ghasemzadeh**; U. of Brescia

Prior research indicated that mindfulness has the potential to enhance individuals' functioning in many ways. However, its relationship with creativity elicited contrasting results, remaining unresolved, and with a lack of clear understanding of its underlying processes. In this paper, we examine how two creative methods of solving open-ended problems – conceptual and experimental – as contrasting processes are acting in the relationship between mindfulness and creativity. We test our research model in three studies: two field studies (crowdwork Amazon Mechanical Turk workers, and employees from Italian and Croatian SMEs), and an experiment conducted at an EU-based university. The results of three studies converge in indicating that high mindfulness contributes to higher levels of conceptual creative method which, in turn,

innovation follows a J-shaped, curvilinear pattern. Further, what we call misalignment between a close and a distant leader empowering leadership relates positively to employee psychological empowerment. By contrast, we conceptualize and empirically find that mid-levels of empowering leadership coming from both sources (i.e., neither high nor low) are deleterious to employee innovative performance through the mediator of psychological empowerment. Theoretical and practical implications conclude our work.

[view paper \(if available\)](#)

Team Social Capital and Team Innovation: The Role of Task Conflict and Transformational Leadership

Author: **Amer Ali Al-Atwi**; Al Muthanna U.

Author: **Jakob Stollberger**; Aston Business School

Author: **Michael West**; Lancaster U.

Drawing on the input-process-output model of teamwork, this study examines team innovation using a social capital lens. We propose that team social capital, operationalized as bridging and bonding social capital, negatively influences team innovation via a team proportional task conflict, which is the level of task conflict teams experience proportional to relationship and process conflict. In addition, we expected group and individual-focused transformational leadership (TFL) to buffer the negative indirect effect of team social capital on team innovation. Results from time-lagged data collected from 324 employees in 45 research and development (R&D) teams supported most of our predictions. We found that teams with both bonding and bridging social capital are less innovative because they experience less proportional task conflict. Furthermore, group-focused TFL buffered the indirect relationship for teams with bridging social capital in that the negative effect on team innovation was only present for teams with leaders displaying low as opposed to high levels of group-focused TFL. However, a buffering effect of individual-focused TFL for teams with bonding ties was not detected. We discuss theoretical and practical implications of these findings.

[view paper \(if available\)](#)

stimulates high creativity. However, mindfulness does not demonstrate the same effects on participants using the experimental creative method, and thereby creativity. Contributions and implications for the study of mindfulness and creativity are discussed. Keywords: mindfulness, conceptual creative method, experimental creative method, creativity

[view paper \(if available\)](#)

Rethinking the Role of Team Mindfulness in Relationship Conflict: A Conflict Management Perspective

Author: **Dan Ni**; School of Economics and Management Tsinghua U.

Author: **Lindie Hanyu Liang**; Wilfrid Laurier U.

Author: **Xiaoming Zheng**; Tsinghua U.

Building on Deutsch's theory of cooperation and competition and prior work on team mindfulness, we develop a model to outline how and when team mindfulness reduces team relationship conflict. A time-lagged survey was conducted with 73 teams in an airline food service company located in China. The results showed that team mindfulness was negatively related to team relationship conflict via increased cooperative conflict management and decreased competitive conflict management. Further, high perceived job demands within a team were shown to weaken the positive effect of team mindfulness on cooperative conflict management. Theoretical contributions and practical implications are discussed.

[view paper \(if available\)](#)

A Balanced View of Mindfulness: Promoting High Performance and Well-Being at Work

Author: **Ellen Choi**; Ted Rogers School of Management, Ryerson U.

Author: **Craig Leonard**; U. of Guelph

Author: **Jamie A. Gruman**; U. of Guelph

As the last decade has seen a sharp increase in the interest of mindfulness in research and society in general, the popularization of mindfulness has

Team Failure and the Creative Process: The Effect of Team Failure and Reflexivity on Creativity (WITHDRAWN)

Author: Tracy Barbera; U. of North Carolina, Chapel Hill

Author: Matthew Pearsall; U. of North Carolina, Chapel Hill

Author: Jessica Siegel Christian; U. of North Carolina, Chapel Hill

Teams in organizations often experience failures in pursuit of creative team and organizational goals. Experiencing a creative failure can disrupt important team processes that can decrease team motivation and creative performance. This reduction in performance happens through decreased team creative self-efficacy following a failure. Drawing on sensemaking theory, we propose that team reflexivity can buffer against the negative consequences of failure by enabling teams to foster productive team processes that will keep teams from experiencing a decline in creative performance. Using data from 95 teams, we found that teams high in reflexivity were able to maintain motivation after experiencing a failure.

[view paper \(if available\)](#)

Group Idea Generation and Selection: The Originality vs. Feasibility Battle & Intragroup Competition

Author: Ranran Li; U. of Amsterdam

Author: Matthijs Baas; U. of Amsterdam

Organizations often try to stimulate creative problem-solving by inducing competition among group members. This facilitative effect of intragroup competition lies in group members' enhanced motivation to outperform the others. Previous research, however, has mainly focused on idea generation, thereby overlooking the subsequent idea selection stage. In fact, groups are poor at selecting both original and feasible ideas (i.e., creative), which may be further exacerbated when group members compete against each other. Furthermore, while originality and feasibility are two key factors of creativity, people seem to have difficulty taking both into account. The current research investigated how intragroup competition,

received a complementary rise in criticisms such as overly secularized conceptualizations, insufficient methodological rigor, and the inaccurate casting of mindfulness as a universally salutary application. This paper applies a broader perspective to mindfulness research by assessing mindfulness through the balance framework (Gruman, Lumley, & González-Morales, 2018), which argues that all positive phenomena have nuanced natures and conditions that determine when they are, and are not, advantageous. Presenting a balanced perspective on mindfulness offers researchers a broader understanding of mindfulness, in addition to a stronger appreciation of its limitations and boundary conditions, and informs research to address growing criticism that mindfulness is an invariably salutary concept. Our balanced perspective on mindfulness provides a nuanced and comprehensive lens through which to study mindfulness at work and apply mindfulness in organizations.

[view paper \(if available\)](#)

Universal Panacea or Organizational Fad? The Role of Context on the Effectiveness of Mindfulness

Author: Neetu Choudhary; U. of Melbourne

Author: Carol Gill; Melbourne Business School

In the light of the increasing popularity and indiscriminate implementation of mindfulness in Western organizations concerns have been raised about mindfulness being perceived as a 'universal cure'. Consequently, we consider whether effectiveness of mindfulness is influenced by context. We examine mindfulness in self-managed teams which is an increasingly common and complex way of organizing work that may affect the well-being of team members. Specifically, we develop a multilevel model to examine how team trust influences the relationship between mindfulness, emotional exhaustion, and team member well-being. We test these relationships in a time-lagged, multi-source, survey study that involved 274 participants in 54 project teams. Our results support the proposition that mindfulness is effective in increasing affective well-being by reducing emotional exhaustion, however, we also find that it is not a 'universal cure' in that individuals

through incorporating a rewarding scheme, influences group idea generation and selection, and whether explicit instructions of focusing on either originality or feasibility (performance criteria) could steer groups' focus in the intended direction. An experimental study was conducted with 78 three-person groups. Results showed that overall, neither intragroup competition nor performance criteria influenced groups' generation and selection performance. Nevertheless, some interesting findings emerged - Originality and feasibility were indeed inversely correlated; idea quality at the generation stage predicted the idea quality at the selection stage; furthermore, certain group processes during the group task might have indirectly linked the competition-selection performance relationship. Study limitations, theoretical and practical implications were discussed.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

in positive team contexts benefit less from mindfulness because they do not experience the negative interactions that prompt negative thoughts, feelings, and behaviors that mindfulness can address.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OB

MOC

You're Doing Less Good Than You Should: The Impact of Social Misprediction on OCBs (session 1666)

To be effective, organizations must have employees who go above and beyond their contractual obligations, performing extra-role behaviors for each other and their employer (Organ, 1988). With this in mind, many organizations hope to increase the rate of organizational citizenship behaviors (OCBs) — tasks that are not explicitly part of the job, but are critical to improve the performance of the firm and its workers. In the present research, we focus on what gets in the way of OCBs. We focus on a variety of different types of OCBs, from social support to constructive feedback, and a variety of psychological barriers, from fear of social retaliation to avoidance of social awkwardness to underestimating positive affect inspired in others. Across five presentations, we contend that social misprediction is a key driver of why individuals

OCIS

OMT

TIM

Artificially Intelligent Futures: Technology, the Changing Nature of Work, and Organizing (session 1669)

Though beginning with deterministic views on how technologies affect organizations, organizational scholars have made significant progress since, providing a variety of nuanced frameworks by which to understand disruptive workplace technologies - such as AI - and what effects they may have. However, lessons learned about technology and organizing in the literature's development seem to have been lost in today's discourse on AI. For instance, Collins (2018) bemoans the state of this discourse, noting our tendency to view this technology deterministically: an unstoppable force which will consume everything in its path. Our symposium is an attempt at re-orienting the emerging literature on AI and their effect on work and organizing. It aims at leaving determinism behind to instead uncover the complex negotiations

engage in fewer OCBs than might be ideal. People often shy away from giving potentially helpful advice, and Preeti Srinivasan will show that this is in part due to an underestimation of the recipient's feelings of appreciation and closeness, and an overestimation of how awkward the interaction will be. Giving a compliment to a colleague is a particularly easy prosocial act, and Erica Boothby will contend that one reason individuals may deliver fewer compliments than they might like to is that they misforecast the positive emotional impact of the compliments they consider giving. James Dungan will discuss how individuals provide less social support to others than they could, because they mispredict how much an expression of social support will positively impact another person. Even OCBs that can be a little more critical, such as feedback, seem to suffer from social misprediction. Nicole Abi-Esber will examine why individuals underestimate others' desire for feedback and, thus, fail to give constructive feedback, thereby hindering those who would benefit from this feedback. Michael White will argue that punishment can be used to foster prosocial norms, yet individuals punish others less than they should because they overestimate the reputational backlash they will face. Taken together, these presentations shed new light on why we perform fewer prosocial acts than we could, and how we can work together to create more prosocial organizational environments.

The Unexpected Value of Giving Unsolicited Advice

Preeti Srinivasan; Stanford GSB
Jennifer Abel; U. of California, Berkeley
Frank Flynn; Stanford U.
Vanessa Bohns; Cornell U.

Underestimating the Positive Impact of our Compliments on Others

Erica Boothby; The Wharton School, U. of Pennsylvania
Vanessa Bohns; Cornell U.

It's Not My Place: Psychological Barriers to Expressing Support

James Dungan; U. of Chicago Booth School of business
David Mauricio Munguia Gomez; U. of Chicago Booth School of business

– among humans and between the social and technical – which both shape and are shaped by AI, and the consequences of such negotiations for AI's development and use. It does so by drawing on and comparing across four ethnographic studies on AI from the very edge of the future of work: a response to scholars' concern that "discourse on the topic is largely speculative, focusing on the possibilities" (Brayne 2017: 977) rather than grounded in what has actually been going on (see also Barley and Kunda 2001; Bechky 2011).

Doubting the Diagnosis: Using AI when Forming Critical Professional Judgments

Sarah Lebovitz; U. of Virginia

"It's Like Being in the Future" vs. "It's a Joke": Divergent Interpretations of Facial Recognition

Elizabeth Anne Watkins; Columbia U.

Augmenting or Automating? Breathing Life into the Promise of Artificial Intelligence

Kevin Woojin Lee; New York U.

The Interpretation of Machine-Learning Technologies in Organizations

Katherine C. Kellogg; MIT

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

Nicholas Epley; U. Of Chicago

**“Just Letting You Know...” Underestimating Others’
Desire for Constructive Feedback**

Nicole Abi-Esber; Stanford GSB

Jennifer Abel; U. of California, Berkeley

Juliana Schroeder; U. of California, Berkeley

**Good Leaders Punish: Punishers Overestimate the
Social and Reputational Costs of Punishment**

Michael White; U. of Chicago Booth School of
business

Emma Levine; U. Of Chicago

Asynchronous

SYMPOSIUM

ASYNCHRONOUS

OCIS

Fake News: What Is It and Why Does It Matter? (session 1668)

“Fake news” is a term that is gradually finding its way into our conceptual lexicon in academia. This trend can be said to mirror the increasing usage of the term in popular parlance as well as the sociopolitical impact attributed to the increasing presence of fake news in our society (Allcott & Gentzkow 2017; Lazer et al. 2018). While many have argued for the existence of fake news since time immemorial (Allcott and Gentzkow 2017), the increasing attention that it is receiving can be related to the affordance of digital technologies to generate, spread, and affect behavior at a speed, scale, and extent that is unprecedented in history (Lazer et al. 2018; Moravec et al. 2018). Yet despite the growing interest in engaging with fake news both empirically and theoretically (Dennis et al. 2019), we still struggle to conceptually capture what exactly we mean when we invoke the fake news label. Although existing attempts at defining fake news have provided us with a useful foundation to build upon (Allcott & Gentzkow 2017; Gelfert 2018; Lazer et al. 2018; Tandok et al. 2018), many attempts either tend to swing the pendulum towards an extreme or adopt a pragmatic orientation that is useful as an empirical tool but lacking in its coverage of the phenomenon. This panel is designed to stimulate discussion on this topic and generate a reflective

ODC

Employees’ Reactions and Attitudes Towards Change (session 1670)

**Job Insecurity, Affective Commitment to Change,
and Resistance to Change**

Author: **Cailing Feng**; Ludong U.

Author: **Cherrie J. Zhu**; Monash U.

Author: **Lisan Fan**; Shandong Institute of Business
and Technology

This research sheds light on the role of job insecurity in employees’ resistance to change during organizational change by examining how and when job insecurity may undermine or strengthen resistance to change. Analyses of multiphase, multisource, and multilevel data show that affective commitment to change mediates the negative relationship between job insecurity and resistance to change. Change procedural justice moderates the relationship between job insecurity and positive affect, such that the relationship between job insecurity and affective commitment to change will be less negative at higher levels of change procedural justice. Environmental uncertainty also moderates the relationship between affective commitment to change to resistance change, such that the relationship between affective commitment to change and resistance to change will be less negative at higher levels of environmental

conceptualization of what fake news is, and unpack some theoretical and practical implications of scholarly engagement with this phenomenon. Lastly, it is important to understand the implications of a useful conceptualizing of fake news. Extant literature has identified at least four domains, among others, for which we can highlight practical and theoretical implications. These include domains such as understanding a) the generation of fake news (Shao et al. 2017); b) the detection of fake news (Gahirwal et al. 2018; Kim et al. 2019); c) the spread of fake news (Campan et al. 2017); d) and the behavioural implications (Moravec et al. 2018; Murungi et al. 2018), among others. A useful starting point in making meaningful progress towards engaging with these persistent issues lies in a conceptual clarification of what we mean by fake news. In setting up this symposium, we aim to provide an interdisciplinary platform where these questions can be tackled from different perspectives. These are questions that require engaging scholars from different disciplinary backgrounds within AoM.

Asynchronous

PRACTICE

INTERNATIONAL

THEME

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

uncertainty. The moderated mediation effect of job insecurity on resistance to change through affective commitment to change was significantly moderated by change procedural justice, the moderated mediation effect of job insecurity on resistance to change through affective commitment to change was also significantly moderated by environmental uncertainty

view paper (if available)

Working in an Adaptive Organizational Culture, is Change Easier to Take?

Author: **Joan N. Shapiro Beigh**; DePaul U.

Author: **Dianna Akin**; doctoral student at DePaul U. Kellstadt Graduate School of Management

Author: **Tara Gerstner**; Illinois Wesleyan U.

Author: **Terry Ruhl**; DePaul U.

Author: **Yvette P. Lopez**; DePaul U.

In seeking to increase our understanding of the effect of organizational change on employee job outcomes, we considered employees' perceptions of, and attitudes toward, change within the context of organizational adaptability. Employees at three different North American organizations experiencing organizational change completed surveys on their perceptions, attitudes, organizational culture, and job outcomes of job satisfaction, organizational commitment, and turnover intentions (N = 807). Consistent with affective events theory, results revealed that attitudes toward organizational change are positively related to job satisfaction and organizational commitment, and negatively related to turnover intentions. Perceptions of organizational change, which encompass frequency of change and psychological uncertainty, are negatively related to job satisfaction and organizational commitment, and positively related to turnover intentions. Furthermore, an adaptive organizational culture is positively related to job satisfaction and organizational commitment and negatively related to turnover intentions. Interestingly, an adaptive organizational culture moderates the negative relationship between perceptions of organizational change and organizational commitment, such that the relationship is stronger (more negative) for employees with an adaptive (flexible) organizational

culture. Implications of these findings for research, theory, and practice on organizational change and job outcomes are discussed.

[view paper \(if available\)](#)

Antecedents and Outcomes of Employee Change Fatigue and Change Cynicism

Author: **Noufou Ouedraogo**; MacEwan U.

Author: **Mohammed Laid Ouakouak**; Gulf U. of Science and Technology

Organizations implement changes either to address real business imperatives or to follow trends in their industries. But frequent changes in an organization often lead to employee change fatigue and change cynicism. The purpose of this study is to investigate the impact of the change logic of appropriateness and the logic of consequences on change fatigue and change cynicism and the impact of change fatigue and change cynicism on change success. To carry out this study, we collected data on a sample of 320 participants from diverse organizations, and we used structural equation modeling (SEM) techniques to test our hypotheses depicted in the research model. We found that the change logic of consequences reduces both change fatigue and change cynicism, whereas the change logic of appropriateness increases change fatigue. We also found that change fatigue does not have any direct effect on change success, although it maintains an indirect negative effect on change success through change cynicism. Along with other practical implications, we recommend that change managers help employees understand any logic of consequences that sustain their change initiatives. Additionally, change managers should work to prevent change fatigue from turning into change cynicism, which is the real precursor of reduced change success. This study is among the first to show that employees experience change fatigue and change cynicism differently, depending on the reason underlying the change. It is also among the first to show that change fatigue does not affect change success directly but does so through the interplay of change cynicism.

[view paper \(if available\)](#)

Power to the People? The Limits of Equality-Based Involvement in Managing Strategic Change

ODC Division Best Paper Finalist

Designated as a "Best Paper" for ODC

Author: **Daniel Z. Mack**; Singapore Management U.

Existing research has highlighted the importance of involving a wide representation of organizational members in the strategic change process to manage it effectively. We conducted a real-time inductive study of a strategic change at an organization in the hotel industry. Our findings suggest that the equality-based involvement – designed to promote equal opportunities for voice among employees – unintendedly undermined the implementation of strategic change. Although wide organizational involvement provided frontline employees with greater voice and autonomy, it also instilled greater fear in middle managers due to more escalating complaints to top management and newly created constraints in middle managers' supervisory tasks. Consequently, top management had to devote unexpected significant efforts to address escalated issues rather than improving the organization's productivity. Our study contributes to the literature on strategic change by highlighting the limits of equality-based involvement practices when organizational members have asymmetric motivations and covert emotional reactions.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

ODC

Institutional Change and Hybrid Organizations (session 1671)

Social Innovation as Institutional Change: Interplay of Institutional Logics and Actor Resources

Author: **Latha Poonamallee**; The New School

Author: **Simy Joy**; Indian Institute of Management, Kozhikode

Author: **Joanne Lee Scillitoe**; California State U., Northridge

OMT

TIM

STR

Categorical Visions, Aspirations, and New Market Formation (session 1681)

This symposium addresses the role of future-oriented aspects of a category, namely categorical aspirations - desired, imagined qualities that are to be realized in the future. Current research on category emergence has focused on the observation

Author: **Zografia Bika**; U. of East Anglia (UEA)

This paper conceptualizes social innovation as the process of creating novel and improved solutions for social problems that involve institutional change, and social innovators as change actors embedded in institutions. It explores the implications of institutional embeddedness of social innovators and seeks to understand: (1) how social innovators engage institutional logics to advance socially innovative institutional change; (2) how differences in actors' resources influence how they engage the logics. Based on a comparison of four examples of social innovations, it uncovers the interrelationships between actors' logic strategies, resources and institutional change. It summarises these interrelationships in a conceptual model for institutionally grounded social innovation and discusses implications for social innovation as well as institutional research.

[view paper \(if available\)](#)

Breaking the Mold! How Hybrid Partnerships Attain Institutional Change Through Paradoxical Frames

Author: **Renee Rotmans**; Rotterdam School of Management, Erasmus U.

Author: **Rick M.A. Hollen**; Amsterdam Business School, U. of Amsterdam

Hybrid partnerships that engage directly in both social and commercial objectives face the particular challenge of mobilizing social activists as well as commercial actors, who adhere to seemingly incompatible logics. The question of how actors in hybrid partnerships try to deal with this 'incompatibility' to attain institutional change has remained largely unconsidered. In a three-year case study of two regional hybrid partnerships, we study different symbolic and substantive actions performed by members of these partnerships in a multi-level process model across micro-, field-, and societal levels over time. The actions performed across these different levels of analysis are interlinked and eventually result in institutional change in HR policies at the societal level. We demonstrate that embracing the tensions around logic incompatibility enables hybrid partnerships to

and clustering of the objects that 'exist' at present. Yet various studies in management have suggested that inventions, innovations, and market categories are often motivated by imagined representations of futures. With prominent scholars in category dynamics and market emergence, the symposium aims to explore new theories about how categorical visions and aspirations affect the construction of new products, fields, and markets. Our panelists will discuss topics such as the social constructionist and phenomenological views, the theory of analogies, and movement analytics.

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

attain two different interrelated states of institutional change: emergent and planned institutional change. This paradoxical perception enhances the ability of individuals to integrate contradictions of the seemingly incompatible logics, which in turn increases the likelihood of planned institutional change. We discuss the theoretical implications and open up avenues for future research.

view paper (if available)

Changing Hybrid Organizations by Design

Designated as a "Best Paper" for ODC

Author: **Janina Klein**; Vrije U. Amsterdam, School of Business and Economics

Author: **John Matthew Amis**; U. of Edinburgh

Despite continuing interest in the study of hybrid organizations, we lack understanding about the ways in which organizational design can enable or constrain the enactment of multiple institutional logics. Past research has identified two strategies to structure multiple institutional logics inside organizations, differentiation and integration. Differentiation involves structurally separating logics, while integration involves bringing logics together. Both differentiation and integration and, more recently, a combination of the two, have been shown to enable organizations to manage their hybridity in some cases while creating conflict in other cases, leaving the question of more and less effective design options unresolved. Such insights are essential, however, as these will enhance our understanding of how organizations can accommodate potentially conflicting institutional logics and practices effectively. This paper begins to address this gap in our understanding by studying radical organizational change at Pathfinder, a preservation charity. We present and discuss the outcomes of different structural arrangements in terms of Pathfinder's ability to maintain incompatible institutional logics and practices. Building on our findings, we develop four ideal types of structural arrangements in hybrid organizations and illustrate the utility of these in different institutional settings. Our work thus provides novel theoretical insights into how hybrid organizations can be structured to minimize internal conflict and

how organizational leaders can strategically alter hybrid organizations through design.

[view paper \(if available\)](#)

Why Some Practices are Harder to Change than Others?

Author: **Jaco Lok**; U. of New South Wales

Author: **Richard John Badham**; Macquarie U.

Author: **Mark de Rond**; U. of Cambridge

We address a persistent question in organizational change research that has proven practically and theoretically generative: Why is it often so difficult to bring about planned organizational change? We argue that even ostensibly minor change initiatives typically involve the need to transform a bundle of different organizational practices at the same time. These practices are reproduced in different ways and for different reasons, making some more amenable to particular change strategies than others. To be effective, change interventions therefore need to take into account the varied process histories of the specific organizational practices involved. We introduce a theoretical framework for systematically analysing this practice specificity of organizational change. Through an illustrative application of this framework to the Cambridge University Boat Club (CUBC) we show how it can enable a substantively contingent understanding of organizational change to complement existing approaches.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

OMT

CEO Careers and Outcomes (session 1676)

Shareholder Unrest and its Influence on CEO Career Outcomes

OMT

Entrepreneurial Investment and Value Creation (session 1674)

Regulatory-Disrupting but Infrastructure-Freeing: Entrepreneurial Financing During the Arab Spring

Author: **Michelle K. Lee**; U. of Washington
Author: **Abhinav Gupta**; U. of Washington, Seattle
Author: **Donald C. Hambrick**; Pennsylvania State U.

We examine the effects of shareholder unrest on CEOs' career outcomes. Shareholder unrest –the overall scale of shareholder dissatisfaction with company practices, as manifested in support for shareholder resolutions – is a quintessential form of a broader class of performance indicators: stakeholders' publicly-registered assessments, which are distinct from customary metrics of managerial performance, such as profitability or share price. We theorize that shareholder unrest activates the mechanisms of settling up and executive job demands, with distinct outcomes from each. Drawing on the concept of settling up, we hypothesize that shareholder unrest negatively affects the careers of incumbent CEOs, reducing pay and increasing likelihood of dismissal. Applying executive job demands theory, we hypothesize that new CEOs of unrest-laden firms receive higher initial pay packages to deal with these inherited job demands. Finally, we unpack a distinction typically overlooked by studying two broad types of resolutions, those aimed at wealth maximization and those that are CSR-oriented, theorizing that these two types of unrest exert equal effects on CEOs' career outcomes. Testing our ideas on a longitudinal sample of U.S. corporations, we find considerable support for our hypotheses.

[view paper \(if available\)](#)

Playing Different Games: A Dual Tournament Theory of Executive Promotions

Author: **Christina Matz Carnes**; Indiana U. - Kelley School of Business
Author: **Cameron Jay Borgholthaus**; U. of Nebraska, Lincoln
Author: **Chris Tuggle**; U. of Central Arkansas
Author: **Nikolaos E. Dimotakis**; Oklahoma State U.

Despite robust research on CEOs, little is known about the non-CEO executive labor market and the promotion paths of TMT members to CEO. Tournament theory suggests employees will strive to win a promotion tournament if the pay gap is large and has generally assumed there is no

(WITHDRAWN)

Author: **Daniel Erian Armanios**; Engineering & Public Policy (EPP), Carnegie Mellon U.
Author: **Amr Adly**; American U. of Cairo

How do revolutions affect entrepreneurial financing? Prior studies argue that revolutions generate political uncertainty that decrease financing and that a more absent state breeds greater informality. However, the Arab Spring saw an increase in state financing actually, and these state institutions, rather than their absence, directly allocated such funding to informal firms. Using a novel dataset collected as the Arab Spring was occurring in Tunisia and Egypt, our study argues that prior work has predominantly focused on how revolutions erode state regulatory power (i.e., the degree to which the state can issue rules without consulting its citizenry). However, we argue that revolutions may also free state infrastructural power (i.e., the degree to which citizenry rely on state institutions for goods and services). More specifically, we find that firms founded during the revolution paid less in bribery payments ("regulatory-disrupting"), and informal firms received more of the state funding made available amidst the Arab Spring ("infrastructure-freeing"). In paying greater attention to state infrastructural power, this study brings greater nuance to how we understand the role of revolutions on entrepreneurial activity. More generally, this study heightens engagement of work in entrepreneurship with insights from political sociology.

[view paper \(if available\)](#)

Value Co-Creation and Distribution: A Contingency View on the Effects of Financial Slack

Author: **Yongcheng Fu**; College of Management and Economics, Tianjin U.
Author: **Nuno Gil**; U. of Manchester
Author: **David Watling**; U. of Leeds

This study develops a theoretical perspective on inclusive processes of value co-creation and distribution contingent on the financial slack in the organizational system. By focusing on the economic and institutional costs of slack, as well as on its benefits to support economic exchanges with social

relevant difference in external or internal pay gaps as the skills needed for promotion are similar across firms. However, considering the increasing prevalence of external succession in today's executive labor market, we challenge this theoretical assumption and argue that differences in internal and external pay gaps create two separate but simultaneous tournaments for CEO promotion and propose a dual tournament theory of executive promotions. By arguing that there are two tournaments that TMT members could attend to differently based on their individual characteristics, we highlight how the same motivational theory can suggest dissimilar types of actions across TMT members in the same firm. While traditional tournament theory suggests a large CEO-TMT pay gap can be an effective governance mechanism, our dual tournament theory explains how the actions taken by TMT members pursuing external tournaments may tend towards opportunistic behaviors resulting in increased agency costs and governance issues for firms.

[view paper \(if available\)](#)

Socialized to Redistribute? CEO Social Class Background and Corporate Social Responsibility

Author: **Robert James Campbell**; U. of Nebraska, Lincoln

Author: **Seung-Hwan Jeong**; U. of Georgia

Author: **Scott Graffin**; U. of Georgia

Author: **Elle Hyunjung Yoon**; U. of Georgia

Understanding firm investment in CSR is one of the most discussed and contentious topics in strategy research. Yet, there is no clear imperative about investing in CSR. It is thus important to understand: what influences the extent to which CEOs redistribute firm resources to CSR? We draw on the intra-family theoretical model and theorize an inverted U-shaped relationship between CEO social class background and CSR investment. We also theorize that CEO tenure and recent firm performance moderate this effect. The results of our analyses are consistent with our theorizing. This study provides insight about drivers of CSR and contributes to research on CEO attributes by focusing on a CEO attribute—social class background—outside of the traditional focus on

dimensions, we propose an inverted U-shaped relationship between slack and the co-created value. We preview our argument by analyzing how slack sustained a collective decision-making process to plan a new national railway, albeit the dubitable social gains of the solutions achieved by consensus. We then draw on organization governance literature using new institutional economics to theorize empirical observables, and probe the slack-value relationship with a game theoretic model that holds constant the essence of the governance arrangement. We show the value-slack relationship is moderated by the accrual of benefits from a negotiated settlement: if the benefits are low, the co-created value is maximized by increasing slack up to the point that maximizes the capital provider's share of value. If the benefits are high, the co-created value is maximized by increasing slack even more so as to maximize the enfranchised stakeholders' share of value. We also show that, up to a point, increased slack widens the space of mutually acceptable solutions. Also, the effect of slack is steeper if the costs of slack can be reduced by making credible commitments today to mobilize more resources tomorrow.

[view paper \(if available\)](#)

Converging Tides Lift All Boats

Author: **Xirong Shen**; Cornell SC Johnson College of Business

Author: **Huisi Li**; Georgia Institute of Technology

Author: **Pamela S. Tolbert**; Cornell U.

This paper investigates the consequences of an understudied yet prevalent phenomenon in emerging technology fields: consensus/disagreement among experts on the proper criteria to use in evaluating firms' technologies. While previous studies show that the emergence of evaluation criteria for a technology improves the life chances of well-performing firms in the new sector, we theorize that consensus in evaluation criteria increases investments to all firms and found supportive evidence from an experiment with 80 Chinese investors (Study 1). We further argue and found, in a second experiment with 412 U.S. participants (Study 2), that evaluation criteria consensus increases investments because it induces

workplace experiences and personality.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

investors to view all firms in the new sector as technologically competent and to predict positive evaluations from others. Analyses of archival data on investment in U.S. (Study 3a) and Chinese firms (Study 3b) in artificial intelligence technology fields also lend support to our arguments. By exploring the social-cognitive processes that link technology evaluation criteria consensus to investments in emerging technology fields, this paper advances scholarly understanding of the micro-foundations of the institutionalization processes in new market sectors.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Institutional Entrepreneurship and Emergence (session 1678)

Perceived Differentiation and Audience Support to Institutional Change in British Politics

Author: Soorjith Illickal Karthikeyan; Indian Institute of Management, Udaipur

Previous research suggests that insufficient differentiation of organizations occupying central positions in an organizational field increases the possibility of a status quo threatening institutional change. Directly testing the relationship, the present study reveals a more complex picture of the linkages between organizational differentiation and institutional change. Drawing on developments in British politics, our study demonstrates that when the differentiation dimension of left-right politics was on decline, perceived differentiation of the major parties, instead of decreasing, increased audience support to a status quo threatening-electoral institutional change from FPPS (First Past the Post System) to PR (Proportional Representation). We further observe in a counter-intuitive manner that the increase in audience support to the electoral institutional change from FPPS to PR, however, weakened with the passage of time. We use both qualitative and quantitative evidence from the context of British politics to

OMT

STR

ENT

Intra-Platform Competition: Promises and Pitfalls of Platform Research for Organizational Theory (session 1680)

Digital platforms such as Uber, Airbnb, Etsy, and YouTube now play a prominent role in the global economy, and scholars have been quick to take note. Digital platforms have become powerful intermediaries for organizing social and economic life, transforming entire industries and sectors and establishing new markets that bring together producers, consumers, and other actors. Early work on platform competition, much of which was driven by strategy and innovation scholars, took the perspective of the platform firm controlling the ecosystem. This literature focused on competition between platforms and how platforms allow the controlling firm to create and capture value (e.g., Gawer and Cusumano 2014; MacIntyre and Srinivasan 2017; Cennamo 2019). But platforms are not simply a neutral meeting space for producers and consumers — the platform owner plays an active role in facilitating and shaping interactions among users to maximize their own returns (Zhu and Liu 2018). This in turn shapes competition for the millions of user-entrepreneurs — ranging from eBay sellers to Airbnb hosts to Instagram

support and test our theoretical arguments. In particular, we found support for our theoretical hypotheses in analyses of data from British Election Surveys during the period from 1987 to 2001, which enabled direct measurement of the perceived differentiation of the two central parties (i.e., the Conservatives and the Labour) in British politics along the differentiating dimension of left-right politics and the voter support for an electoral institutional change from FPPS to PR.

view paper (if available)

Does Collective Always Mean Cohesive? Collective Institutional Entrepreneurship and Radical Flanks

Author: **Emma Gabriella Stendahl**; U. College Dublin

Author: **Susi Geiger**; U. College Dublin, Smurfit

Despite an expanding literature on collective institutional entrepreneurship, we know little about the mechanics and internal dynamics between different and potentially divergent entrepreneurial paths, the responses from actors outside the collective, and the effects that divergent entrepreneurial paths have on the outcome of the institutional change project. In this paper, we set out to explore how diverse paths in collective institutional entrepreneurship can contribute to institutional change. Informed by literature on collective institutional entrepreneurship and radical flank effects and relying on qualitative processual data on a collective attempt to change the standards in Type-1 diabetes healthcare, we show how multiple and diverse entrepreneurial paths interweave in the pursuit of a common institutional change project. We contribute to literature on collective institutional entrepreneurship by detailing the mechanisms that yield synergetic and dynamic relationships between entrepreneurial actors (creating urgency, creating the network and creating the cohesion) and by detailing how different types of institutional work undertaken by the different groups contribute to institutional change over time. We also contribute to literature on radical flank effects by demonstrating how emotional cohesion functions as a social glue that connects discrepant entrepreneurial paths in a common institutional change project.

influencers — who rely on these platforms for their business. Recognizing this, an emerging stream of literature takes the perspective of user-entrepreneurs rather than the platform firm and seeks to understand the dynamics of competition within platforms as opposed to between platforms. This work has taken on a wide variety of perspectives, theories, and methods. For example, Nambisan and Baron (2019) surveyed 234 new ventures participating in a platform-based ecosystem within the software industry to show how divergences in goals and strategies between the platform owner and the entrepreneurs populating the ecosystem generate conflict and high levels of stress. Kim (2018) uses a large quantitative dataset to study the transition from hobbyist to entrepreneur on a Ravelry.com, a platform for sharing knitting patterns, while Curchod et al (2019) interview eBay sellers to understand the effects of algorithms and rating mechanisms — which are ubiquitous in platforms — and how they generate power asymmetries between buyers and sellers. A central question that work on intra- platform competition must contend with is what, if anything, is fundamentally different about competing on digital platforms. Are new theories required to understand intra-platform competition or do existing theories of firms, markets, and networks suffice? Failure to clearly distinguish the unique features of intra-platform competition risks reinventing the theoretical wheel. This symposium seeks to contribute an emerging body of literature focused on identifying such unique features of platforms (e.g., Cennamo 2019; Cusumano, Yoffie, and Gawer 2019). Understanding how intra-platform competition differs from traditional settings is also critical for scholars who explore digital platforms as novel contexts and use them as “strategic research sites” to study more general organizational and social phenomena. For example, digital platforms have been used to test and develop theories of categorization (Leung and Sharkey 2014), cooperation (Diekmann, Jann, Przepiorka, Wehrli 2014), and entrepreneurial funding (Greenberg and Mollick 2016) intended to generalize beyond digital platforms. Understanding unique features of intra-platform competition can be a powerful opportunity for these scholars to get empirical and theoretical leverage on their phenomena of interest, but failing to do so will result in improperly specified scope conditions and limit the generalizability of their

view paper (if available)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

results. These issues suggest the need for a “full-cycle” approach to platform research that travels back and forth between understanding the unique institutional features of platforms and more general theory to address important questions, including: (1) To what extent do we need new theories to understand intra- platform competition? What are the unique features of platforms that require theorizing in their own right? (2) What are the appropriate boundary conditions for research on intra-platform competition and when might we be able to generalize our theories to other settings, particularly non-digital settings? How can studies in offline settings inform our understanding of digital platforms and vice versa? (3) Insofar as platforms have unique features that must be accounted for, to what extent is it appropriate to use platforms as a “strategic research site” to test and develop more general organizational and social theory? This symposium thus has two aims: (1) to bring together recent research on intra-platform competition, and (2) open a dialogue about “full-cycle” platform research that builds a bridge between scholars who study digital platforms as objects of interest in their own right and scholars who use digital platforms as a strategic research site for testing and developing more general organizational and social theory. To this end, we bring together work on intra-platform competition that cuts across a range of theories, methods, and settings.

Platform-Dependent Entrepreneurs: Power Asymmetries, Risks, and Strategies in the Platform Economy

Donato Cutolo; U. of Bologna

Martin Kenney; U. of California, Davis

Strategic Downward Selection: Evidence from a Peer-to-Peer Platform Market

Yanhua Bird; Boston U. Questrom School of Business

Generalist vs. Specialist Responses to New Categories: Evidence from a Live Streaming Platform

Simon Friis; MIT Sloan School of Management

A Bazaar Affair: How International Art Fairs Promise Efficiency but Reveal and Reinforce Hierarchy

James W. Riley; Massachusetts Institute of Technology

Ezra Zuckerman; Massachusetts Institute of Technology

Asynchronous

THEME

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

OMT

Labor Market Inequality, Career Mobility, and Entrepreneurship (session 1672)

This symposium aims to advance our understanding of how labor market discrimination influences individuals in their career choices by examining career decisions such as entrepreneurship, intrapreneurship, and career mobility. Each presentation in our symposium will focus on one of these career choices and elaborate on how and why individuals facing discrimination in the labor market make certain decisions. Furthermore, the papers will explore how such career choices help or hinder individuals to overcome the labor market discrimination that they face in the labor market. A notable feature of our symposium is that the four papers each examine a different population - formerly incarcerated individuals, racial minorities, and women (with children). Collectively, our symposium will present a unique opportunity to better understand the boundary conditions under which each minority group experiences and responds to labor market discrimination.

Entrepreneurship as a Way to Overcome Labor Market Discrimination for Formerly Incarcerated People

Jiwon Hwang; Columbia Business School

Damon J. Phillips; Columbia Business School

Minority Entrepreneurship and Alternative Opportunities inside Established Organizations

Tiantian Yang; Duke U.

OMT

Market Valuation, Signals, and Volatility: Empirical and Experimental Studies (session 1675)

Indexical Judgment: The Construction of Valuation Devices for Art and Antiques

Author: Erica Coslor; U. of Melbourne

Author: Joel Barnes; U. of Technology Sydney

Author: Yuval Millo; London School of Economics

The growth of models, metrics and indicators is a hallmark of the modern economy and contemporary markets. Yet there is little empirical research on how designers balance their goals and beliefs with the constraints and politics faced when developing important valuation devices. The special features of artworks as unique, difficult-to-value, and with a value based on social consensus, make the art market an excellent context to study such processes. Using two pioneering art price indices, the Times-Sotheby and Sotheby Index, we develop a theoretical framework to examine market indicator development. Through interviews with key figures and extensive documentary analysis, we trace the entwined forces of epistemic beliefs about the nature of value and available resources in valuation-producing organizations. The result is a process through which different modes of justification and commensurability interact as designers develop a workable set of valuation practices into systematic valuation devices. Our research contributes to research on organizational and calculative infrastructures underpinning markets, particularly in creating market indicators, and extends a growing literature linking strategy and valuation, particularly since strategic modification of indices is constrained by the need to maintain established methods for

Entrepreneurship, Mobility, and the Management of Human Capital: The Effect of Family Constraints

Martin Ganco; Wisconsin School of Business

Florence E M Honore; U. of Wisconsin, Madison

Daniel Olson; U. of Washington

Same Planet, Different Worlds? Spatial and Institutional Employment Segregation by Race in America

John-Paul Ferguson; McGill U.

Asynchronous

RESEARCH

DIVERSITY

SYMPOSIUM

ASYNCHRONOUS

longitudinal comparison, a hallmark of many valuation devices.

[view paper \(if available\)](#)

The Other Invisible Hand: How Markets Can Propagate Valuation Errors

Author: Sheen S. Levine; U. of Texas at Dallas

Markets are ubiquitous in modern society, a status often justified by their presumed ability to aggregate bits of incomplete information from many actors into a single, unbiased estimate of value. While acknowledging markets' unique role, we suggest that they can also be potent in spreading individual valuation errors, thus inflating collective mistakes — price bubbles. We offer a more sociological interpretation of bubbles by advancing the notion that the very ubiquity of markets can cause traders to overweight market signals in a manner that weakens the quality of individual decision-making. We examine this process empirically in laboratory studies of asset trading in experimental markets. We find that even when traders possess and comprehend the information needed to price assets accurately, they remain overly attentive to market signals (i.e., others' pricing). Thus, they are likely to mimic other traders' valuations — even if at odds with the asset's true value. We further predict and find that such overattention is also sensitive to differences in levels of ambiguity, as predicted by a perspective that theorizes markets as institutionalized practices. We conclude by highlighting the relevance of our perspective, empirical approach, and supportive findings for future research on valuation errors, price bubbles, market dynamics, and micro-institutional processes.

[view paper \(if available\)](#)

The (Relative) Effects of Typicality on Volatility: A Study Using Word Embeddings

Author: Paul Gouvard; HEC Paris

Studies on typical firms – firms which are aligned with the prototype of their industry – have focused on whether typicality leads to superior or inferior

valuations by audiences. They largely ignore the impact that typicality may have on the stability of audiences' valuations over time. This paper proposes that typical firms experience lower volatility in stock prices as investors can make meaningful inferences based on the information encoded in industry prototypes to value them. This effect is weaker in ambiguous industry categories, as the information encoded in prototypes is of lower quality. I test these hypotheses in the setting of publicly listed firms in the U.S. I measure typicality using a new method that relies on word embeddings and a corpus of over 80,000 annual reports to represent firms in a shared semantic space. Results largely support the proposed hypotheses. This has implications for the literature on market categories, for the literature on organizational approaches to financial markets, and for computational approaches to organizational phenomena.

[view paper \(if available\)](#)

Influence of Different Types of Reputation on Art Investments: An Experimental Study

Author: **Liudmila Ivvonen**; Grenoble Ecole de Management

In this paper we investigate how different types of reputation influence on the perceived investment potential of an artwork. To address this question, we conduct a 2x2x2 between-subjects anonymous online experiment. We examine the effects of expert, marker, and peer reputations of the perceived investment potential of an artwork. Moreover, we examine whether these effects depend on the visual attractiveness of an artwork. The results of our study extend our knowledge on the influence of social evaluations on art investments. We combine economic perspective on art markets (Campbell, 2009; Lovo, Spaenjers, 2018; Renneboog, Spaenjers, 2013; Worthington, Higgs, 2004) with research on social evaluations (Lange, Lee, Dai, 2011; Pollock et al., 2019; Rindova et al., 2005) by showing the importance of social evaluations for the investments decisions. Moreover, we extent research on multiplicity of reputations (Boutinot et al., 2017; Ertug et al., 2016; Fini et al., 2018; Jensen, Kim, Kim, 2011; Kim, Jensen,

OMT

Organizational Change (session 1673)

How Organizational Change Emerges from Everyday Work: The Role of Temporal Nexus

Author: **Tor Hernes**; Copenhagen Business School
Author: **Kätlin Pulk**; Estonian Business School

We address the puzzle of why some events of everyday activity in organizations generate organizational change, whereas others do not. Our study of ship design and construction company contributes to the understanding of how certain events of activity have a temporal orientation that enables them to be generative of organizational change. When comparing the temporal orientations of activities at different events we found that change was generated when the event (1) formed synergetic nexus between past and future activities; (2) combined a long temporal reach into past activities with immediate future application of ideas, which enabled actors to (3) project future activities that differed markedly from on-going activity. We develop the concept of “temporal nexus events” to explain how organizational change emerges through connecting dynamics at such events. We then extend our contribution further by showing how everyday activity at other events becomes vital support for the change process. We develop a model to explain how the two types of events of everyday activity interact in change processes.

[view paper \(if available\)](#)

2014) by clarifying the influence of different audience- specific reputations and showing that they can have both positive and negative effects on investment potential perceptions within art markets. Our study also contributes to the growing stream of literature on the commercialization of culture and commodification of art objects (Beckert, Rössel, 2013; Velthuis, 2007).

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OMT

Social Enterprises and Voluntary Organizations: New Theory and Research (session 1677)

Competing for Good? Conceptualizing How Social Enterprises Categorize and Respond to One Another

Author: **Wesley Helms**; Brock U.

Although there is a sizable literature on how organizations strategically respond to similar organizations, it is unclear how many of the associated prescriptions apply in the context of social enterprise, given these organizations’ focus on creating social value and assumptions of their cooperative propensity. Through a qualitative study of 46 leaders in the second-hand textiles market we surface a model of categorization in this setting that exposes how and why moral distinctions between organizations get noticed and thus encourage a broader set of inter-organizational responses. Our findings and model extend theory regarding how strategic managers form mental models of their competitive landscape, illustrating that rivalry does not merely entail attempts to appropriate value and generate competitive advantage but also political efforts involving collective identity maintenance.

[view paper \(if available\)](#)

Dynamic Inertia: How Organizations Avoid Adapting to Changes in the Environment

Author: **Mehdi Safavi**; U. of Edinburgh

Author: **Omid Omidvar**; Aston Business School

Author: **Vern Glaser**; U. of Alberta

What prevents organizations from adapting to substantial environmental changes? Research from a performative perspective has challenged traditional accounts of cognitive and structural inertia by highlighting how organizational actors dynamically enact routines in a manner that engenders change or stability. However, a puzzle remains: When responding to substantial changes in the environment, how do organizational actors generate inertia? We investigate this question by conducting an inductive, historical study of the credit rating routine of Moody's, an organization that failed to adapt to substantial changes in its environment in the run up to the financial crisis of 2008. Our analysis of the actions associated with the re-designing of central artifacts and the enactment of the routine reveals six mechanisms by which organizational actors generate inertia. First, when re-designing artifacts, actors generate inertia through bounded retheorizing of the model, the sedimentation of assumptions, and mythical modeling of the unknown. Second, when enacting routines, organizational actors generate inertia by justifying their response to environmental changes through maintaining comprehensibility, appeasing prevailing stakeholders, and exercising professional discretion. Our historical case study contributes to our understanding of organizational inertia, routine dynamics, and the financial crisis of 2008.

[view paper \(if available\)](#)

Interpersonal, Intergroup, and Interspecies Identity as Antecedents of Resistance to Change

Author: **Noreen Geenen**; U. of Trier

Author: **Katrin Susanne Muehlfeld**; U. of Trier

In light of increasing digitization and the so-called '4th industrial revolution', managers and scholars alike strive to better understand employees'

Need, Merit, and Script: How a Social Enterprise Moulded Defector Entrepreneurship

Author: **Yunjung Pak**; U. of Alberta

Author: **Suntae Kim**; Boston College

Author: **Hyo-young Lee**; Yonsei U.

Author: **Seongbin Yun**; Korea Development Institute

Where does a hybrid ideal for social entrepreneurship come from? Existing research's prevalent focus on the dichotomy between social and commercial logics left unexamined the possibility that the institutional environment for social entrepreneurship may be more complex. There can be multiple logics making the social enterprise generate different types of social values, and there may be distinct logics related to different aspects of its commercial viability. Through 10-month ethnography of a South Korean social enterprise supporting North Korean defectors, we find that hybrid organizing can be embedded in multiple logics that go beyond the traditional social-commercial dichotomy (e.g., social welfare, commercial, entrepreneurship, and national integration logics), and furthermore, responding to different challenges at separate times, a social enterprise may practice varying configurations of multiple logics. By adopting the 'logics-as-tools' view, we suggest that each hybrid organizing involves a constant process of specifying, embodying, and recombining multiple logics that pragmatically constitutes a unique hybrid ideal customized for particular organizing contexts.

[view paper \(if available\)](#)

Time and Punishment: How Individuals Respond to Being Sanctioned in Voluntary Organizations

Author: **Laura Doering**; U. of Toronto

Author: **Amandine Marie Ody-Brasier**; Yale School of Management

Although sanctioning is a common feature of social life, researchers hold different expectations about how members respond when sanctioned by their peers. One school of thought suggests that individuals respond to sanctions by becoming more cooperative, or prosocial, towards the group. Another line of research shows that individuals have negative emotional reactions to being punished and

resistance to organizational change (RTC)—in particular technology-related change—and its antecedents. We explore whether, and if so, how employees' identities at the interpersonal, intergroup, and interspecies level influence resistance to technology-related organizational change. Based on self-categorization theory, we develop a conceptual framework with an individual's perception of threat by recent technological advances as mediator. We test our model based on a mixed method design (interviews, pilot survey, field study). Analyses of the main field study show a mediated hampering effect of technological identity (interpersonal level) and a mediated boosting effect of (local) socio-linguistic identity in relation to management (intergroup level), and human identity (interspecies level) on RTC. We derive practical and theoretical implications for research on organizational change, on employee identity, and on change-related communication and foreign language in business.

[view paper \(if available\)](#)

Antecedents of General Manager Successions in Multinational Enterprise Subsidiaries

Finalist for the OMT Division Best International Paper Award

Author: **Liang Li**; Ivey Business School

Author: **Andreas P.J. Schotter**; Ivey Business School

This study examines the dynamics of general manager (GM) succession in the foreign subsidiaries of multinational enterprises (MNEs). First, drawing on insights from evolutionary theory and the organizational learning literature, we argue that MNEs are adaptive organizations such that prior subsidiary GM changes at the "intra" regional level decrease the probability of further GM change in the focal subsidiary. Our logic is that the accumulated context-specific knowledge may allow MNEs to further develop extant succession routines. Second, in the context at the "inter" regional level, given the high spatial transaction costs, what are more likely to be applied to the focal subsidiary are standardized succession processes, which are less likely to accommodate the situations specific to the focal subsidiary. Due to the reduced marginal costs of making similar changes, prior GM successions

become less cooperative. In this study, we offer an avenue for reconciling these seemingly-conflicting viewpoints in the context of voluntary organizations, where cooperation is crucial. We build on theories of dependence and propose that individuals' responses to sanctions shift over time as they become increasingly dependent on other members to achieve valued outcomes. We draw on unique data from microsavings groups in Colombia to develop and test this proposition, using qualitative data to flesh out the proposed mechanism and longitudinal, quantitative records to test the hypothesis. We find that individuals initially respond to being sanctioned by reducing their prosocial contributions, but that their responses become increasingly cooperative and prosocial over time. Taking social psychological concepts generated in laboratories and extending them to small groups in an economic development program, this study generates a fresh vision of sanctions as temporally- and relationally-dependent, while also revealing how processes of social control can shape inequality in voluntary organizations.

[view paper \(if available\)](#)

Cross-Pollinating in the Beehive: Embracing Hybridity at a Social Entrepreneurship Coworking Space

Author: **Julie Fabbri**; Cnrs - Ecole Polytechnique of Paris

Author: **Benjamin Huybrechts**; EMLYON Business School

How does participating in a coworking space enable entrepreneurs to embrace plural institutional logics and engage in "hybrid venturing"? To explore this question, our research draws on a longitudinal study of a French coworking space gathering entrepreneurs who seek to reconcile social and commercial logics in the context of a socially entrepreneurial project. As social entrepreneurs generally lack pre-established patterns specific to this "hybrid" venturing mode, we show that the interactions at the coworking space help them embrace hybridity through (1) identifying with a community of peer, like-minded entrepreneurs; (2) collectively learning about and experimenting with this venturing mode, through their own projects but

that occurred outside the region where the focal subsidiary operates accelerate the momentum for further GM change in this subsidiary. Third, we propose that when changing from a parent-country national to a host-country national GM, succession routines may be refined in order to accommodate particular candidates or particular search committees, which in turn decelerates the momentum for further subsidiary GM change. A fixed effects longitudinal analysis of 1,169 Japanese subsidiary firms between 1995 and 2013 provides empirical evidence to support these arguments.

[view paper \(if available\)](#)

The Boiled Frog in Organizational Learning: Sensing, Adapting to, and Surviving Environmental Change

Author: **Thorsten Wahle**; LMU Munich

Author: **Zur Shapira**; New York U.

Radical change in a firm's environment is often viewed as discontinuous. We introduce the concept of continuous radical change by which old beliefs are rendered fallacious at an incremental pace. We theorize that incremental change can be as harmful as discontinuous change because it can remain undetected for too long by incumbent organizations. Specifically, we argue for a curvilinear relationship between the pace of environmental change and the organizational lifespan. We test out predictions using data from some 31,000 restaurants in the New York City Metropolitan area between the years 2007-2018. We use a fixed effects regression model to test for differences in the lifespan of restaurants located in areas of slow but radical gentrification versus those located in areas with accelerated and radical gentrification. We find support for an inverted U-shape between the pace of gentrification and restaurant lifespan. We explore whether this relationship is driven by differences in restaurants' adaptation behavior.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

also through the coworking space as a hybrid venture in itself; and (3) connecting with and contributing to building the emerging ecosystem around hybrid venturing. The perception of the coworking experience, however, varies depending on the previous background of the entrepreneurs and in particular their familiarity with each of the logics at play. These findings contribute to the literatures on hybrid venturing and organizing, coworking spaces, and social entrepreneurship.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

Systems Change: Spatial, Temporal, and other Impact Mechanisms for a Sustainable Future (session 1679)

The world is changing fast. Technology, healthcare, education, climate, business – there is hardly anything in life that is not changing. Some changes are desirable, such as Artificial Intelligence or Shared Economy, while others create fear and anxiety, such as extreme weather periods and the massive loss of biodiversity. It is clear that we can no longer live in the same way we have been living so far. The problems we currently face have been stubbornly resistant to solutions. One promising approach forward for augmenting our solution-generation capacity is the idea of systems change. Over the last few years, systems change has gained momentum. Especially the social sector, including social entrepreneurs and foundations, has embraced a systems lens for positive impact. However, enabling systems change is easier said than done. Systems change is about addressing the root causes of social problems, which are often intractable and embedded in networks of cause and effect. System change enablers cannot just impose a design pattern on a complex adaptive system and expect the results that they were hoping for. To enable systems change time, impact, and society need to be considered together. Our proposed symposium moves us toward a better understanding of the interplay among these elements and their potential implications for systems change and today's grand challenges.

Systems Change and Organizational Studies: Rejuvenating the Systems Perspective

Sylvia Grewatsch; Brock U.

Steven Kennedy; Rotterdam School of Management, Erasmus U.

Parsing 'Systems Change' by Concept and Impact on Actor Type: Evidence from Global Funders

Paulo Savaget; Durham U. Business School

Marc Ventresca; U. of Oxford

Circular Economy (session 1684)

Organizational Readiness for a Circular Business Model

Author: **Melanie Wiener**; WU Vienna U. of Economics and Business

In recent years, scholars and companies have increasingly engaged with the concept of the circular economy. Nevertheless, few contributions address under which conditions companies adapt a circular business model. This research takes a culture perspective on this issue. The leading assumption is that culture is a determining factor if and to which extent companies implement a circular business models. The Competing Values Framework is used for analyzing corporate culture and semi-structured interviews with representatives from top-management are used to investigate the role of leaders in supporting a change to a circular business model. Drawing on a sample of three case companies, cultural profiles of companies that have implemented sustainable business models to different extents are presented. In particular, we seek to analyse which cultural and managerial factors support a circular business model. The research contributes to the emerging research on circular economy in various way. First, it emphasizes the role that culture plays in creating an environment supportive for a circular business model. Second, the findings should help companies to predict, based on their organizational culture, whether they have the conditions in place to embark on a journey to a circular business model.

view paper (if available)

Exploring the Social Dimension of Business Models for Circularity

Author: **Melissa Edwards**; U. of Technology, Sydney

Author: **Suzanne Benn**; U. of Technology, Sydney

Author: **Robert Perey**; U. of Technology, Sydney

This article explores the implications of differing cognitive models for developing business models for circularity. We argue that the circular economy

Systems Change: Making Time Visible in Material Practices

Garima Sharma; Georgia State U.
Sylvia Grewatsch; Brock U.

Transforming from Within or Building an Alternative? The Role of Intermediaries in Systems Change

Marya Besharov; Oxford U., Saïd Business School

Asynchronous

RESEARCH

SYMPOSIUM

ASYNCHRONOUS

might enable a sustainable development approach depending on the how the managerial practices are framed by cognitive models of sustainable business and systems thinking. Differing approaches could enable reflexive or radical reflexive management practice and an orientation imbued by concern for others. Cognitive models are associated with vastly different assumptions regarding the extent of separation or embeddedness between social and material worlds. Radical-reflexive approaches and a concern for others are more likely associated with new business models for circularity, while a reflective and separatist approach combined is more likely associated with traditional efficiency-based and functionalist models for circularity. We suggest that exposure to a functionalist approach may set the foundations for future adoption of a more reflexive worldview.

[view paper \(if available\)](#)

Public Policies for Development in Renewable Energy for a Transformation to a Sustainable Economy

Author: **Jacobo Ramirez**; Copenhagen Business School

Multinational enterprises and public organizations will play a key role in fulfilling international policy regarding the 2030 Agenda for Sustainable Development, which provides a plan of action for people, the planet, and prosperity. Renewable energy investments could be a sustainable alternative toward reaching the goal of Energy for All, implemented under the understanding of Partnerships for the Goals. Based on a qualitative longitudinal study of wind energy investments in Mexico, I argue that the transition to an ecological and sustainable economic system is based on a dichotomy of neoliberal public policies concerning renewable energy investments that have left local communities behind. The dichotomy found in this research is explained through an economic system that facilitates the conduct of business within a politically independent country exclusively with private local and foreign organizations, supported by local and foreign governments and excluding partnerships with local communities. This study highlights the key role of partnerships between

private/public organizations and local communities in a decentralized model of renewal energy toward achieving the SDGs, and proposes guidelines to policymakers on partnerships in renewable energy.

[view paper \(if available\)](#)

Circular Economy, Organizations, and Business Models: A Literature Review

Author: **Renato Chaves**; HEC Montreal

Author: **Emmanuel Raufflet**; HEC Montreal

The circular economy is opposed to a linear model of mass production and mass consumption and is promoted as a model that could offer a wide array of opportunities for organizations, even though turning its principles into reality poses a number of challenges. Despite its potential, research on how the circular economy concept translates into organizational strategies, business models, and managerial practice is still limited. Indeed, organizations and management scholarship do not seem to have incorporated it into a comprehensive research agenda. This study attempts to give a meaningful contribution in that direction. By systematically reviewing literature on circular economy from 2010 to 2019, this research examines how this emerging concept is translated into organizational strategies, business models, and managerial practice and the roles played by business organizations in its implementation. Moreover, we examine how opportunities and challenges are addressed in the adoption of circular strategies and business models. Based on our findings, the paper concludes with a proposed agenda for research that might contribute to advancing knowledge on the circular economy concept and its organizational, managerial, and policy implications.

[view paper \(if available\)](#)

Design Thinking For Co-Creating Circular Value

Author: **Fatima Khitous**; LIUC, Cattaneo U.

Author: **Katrien Verleye**; Ghent U.

Author: **Francesca Ostuzzi**; U. Ghent

Author: **Andrea Urbinati**; LIUC U. Cattaneo,

Castellanza (VA), Italy

Author: **Raffaella Manzini**; LIUC, Cattaneo U.

Several actors – including governments, academics, and NGOs – are calling for an urgent shift to circular economy. Nevertheless, few research attention centers on tools or frameworks to support organizations engaged in the creation of circular value. This research leverages design thinking in the field of business model innovation, with the aim to uncover its implications for circular value co-creation. Based upon a multiple case study design, this research shows that higher levels of cybernetics coupled with a more circular mindset can contribute to the creation of circular value, but only the highest levels of cybernetics in combination with a highest circular mindset result in self-sustaining circular value in systems in which multiple stakeholders are engaged. The theoretical and managerial implications emphasize the contribution of design thinking in the process of implementing circular business models and the concept of circular self-sustaining value as central to their success.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ONE

Cross-Sector Partnerships (session 1682)

The Necessity of 'Distant Challengers': Wind Energy Generation in Germany and Japan

Author: **Manuel Nicklich**; Friedrich-Alexander U. of Erlangen-Nürnberg

Author: **Takahiro Endo**; Hitotsubashi U.

Author: **Joerg Sydow**; Freie U. Berlin

Fukushima catastrophe surely impacted on the transformation of energy generation all across the globe, but there witnessed a significant difference in terms of the degree of transformation. Such a difference is contrasting if we compare Japanese and German wind power fields. While the German

ONE

Sustainability Strategies and Governance (session 1683)

Does Corporate Political Activity Make TMT's Expressed Attention to CSR Louder and Clearer?

Author: **Michael Greiner**; Oakland U.

Author: **Jaemin Kim**; Oakland U.

The impact of corporate political activity (CPA) appears to be a gap in the CSR literature. Drawing on the communicative constitution of organization (CCO) theory, which argues that communication is a dynamic process capable of changing organizational reality, we investigate under what conditions top managers' attention to CSR when expressed publicly results in firm CSR actions. Using multiple secondary

case has witnessed a radical increase in wind energy generation, the Japanese wind field remains largely unchanged. We focus on the relational distance of different types of organizational actors in these two fields and their skills necessary for successful collective action for field transformation. Our study contributes to field theory by elaborating on the concepts of relational distance and social skills and highlighting their interplay in the process of field transformation.

[view paper \(if available\)](#)

How Members of Multi-Stakeholder Initiatives Use and Deliberate Shared Frames

Author: **Angelika Zimmermann**; Loughborough U.

Multi-stakeholder initiatives (MSIs) have been praised as vehicles for tackling complex sustainability issues, but their success relies on the reconciliation of stakeholders' divergent interests and perspectives. Yet, we lack a thorough understanding of the micro-level mechanisms by which stakeholders can bridge these differences. To explore such micro-mechanisms, we examine what frames - i.e. mental schemata for making sense of the issues and solutions at stake - members of MSIs use during their discussions on sustainability questions and how these frames are deliberated through social interactions. We draw on workshop observations, interviews, and a survey of an MSI concerned with the protection of peatlands, an ecosystem that contributes to carbon retention on a global scale. We analyse how shared frames dominated in this collaboration and were instrumental in bridging divergent views, and how frames became salient, were elaborated, and adjusted through the interactions. We contribute to research on MSIs by offering explanations for the dominance of shared frames and by proposing deliberation mechanisms that are characteristic to MSI settings where shared frames dominate.

[view paper \(if available\)](#)

What's in a Name? Impact of Community Power, Identity, and Logics on Cross-Sector Agreement

databases for the U.S. publicly-traded firms, we found the expressed attention-CSR strength relationship to be more profound where firms have high levels of PAC contributions while lobbying expenditures indicate a less profound relationship. For the measurement of expressed TMT attention to CSR, we adopted supervised learning-based content analysis, which develops classifiers by relying on probabilistic algorithm and is widely applied to various research areas. This study will contribute both theoretically and practically by expanding CCO theory to CPA research and by providing a framework which helps practitioners distinguish between sincere CSR communications and insincere greenwashing.

[view paper \(if available\)](#)

Influence of Aspiration-Related Performance Feedback on Corporate Sustainability Strategy

Author: **Bikramjit Ray Chaudhuri**; S P Jain Institute of Management and Research

To fill up the research-gap on the impact of firm prior economic performance on non-economic strategies, we examine, within the behavioral theory of the firm, how prior how the performance-feedback relative to aspiration affects implementation of corporate sustainability strategy. We also theorize that historical and social aspiration-related feedback act differently on corporate sustainability strategy. We test our theoretical predictions using a data obtained from a survey instrument among the top-level executives in India. This study provides the precise mechanisms how firm performance feedback affects the decision on corporate non-economic strategies. It also adds to the literature of behavioral theory by showing how the particular behavioral consequences of historical and social aspirations vary.

[view paper \(if available\)](#)

CEO Sustainability Discourses: Tackling Tensions in Corporate Sustainability

Author: **Riikka Tapaninaho**; Tampere U.

Quality

Author: **Maggie Cascadden**; U. of Alberta

Author: **Kylie Heales**; U. of Alberta

Author: **Emily S. Block**; U. of Alberta

Author: **P Devereaux Jennings**; Alberta School of Business

Many grand challenges - climate change, poverty, and geographic dislocations – disproportionately affect disadvantaged communities. One way to address these challenges is to collaborate across sectors. In this preliminary paper, we explore the formation of one type of collaborative agreement between disadvantaged communities and other parties: Impact Benefit Agreements (IBAs) between First Nations communities in Canada and mining companies. We consider specifically the ways in which identity and institutional logics systematically combine with the relative power of the disadvantaged communities to result in various levels of agreement quality. We find that what seems to matter more than either power or logics is community identity and the degree of community subscription to that identity.

[view paper \(if available\)](#)

Organizations, Learning, and Sustainability: A Cross-Disciplinary Review and Research Agenda

Author: **Melanie Feeney**; Maastricht U.

Author: **Therese Grohnert**; Maastricht U., School of Business & Economics

Author: **Wim Gijssels**; Maastricht U.

Author: **Pim Martens**; Maastricht U.

Despite decades of attempts by government, civil society and private sector actors to tackle sustainability issues like climate change, progress is too slow, and we continue to see a tendency for actors across all sectors operating in their disciplinary silos. Addressing complex sustainability problems requires transdisciplinary action between private, public, and not-for-profit organizations. However, transdisciplinary action between cross-sector organizations involves inherent political and process-related tensions. Learning has been identified as a key organizing process for overcoming the challenges faced by transdisciplinary action. This paper explores the role

The purpose of this paper is to examine how CEOs as influential organisational and societal actors use language to construct meanings for corporate sustainability and the tensions within. Building on the integrative framework on corporate sustainability and strategic paradoxes and applying discourse analysis on the empirical data of CEO interviews, this paper sheds more light on the company elite's talk and their constructed understanding of the tensions in corporate sustainability. In doing so, the paper tells a story of the strengthening role of sustainability in corporate strategies. The preliminary findings of the paper are thematised in three discourses, instrumental, normative and change discourses. The discourses are contradictory, both with each other as well as within. The discourses consist of various tensions and competing demands that CEOs are trying to deal with. Furthermore, the findings of the study depict how the CEOs balance between the strategic objectives of exploiting and exploring while gradually incorporating sustainability more prominently into their businesses.

[view paper \(if available\)](#)

Forging a Greener Path: How Corporate Boards Impact Environmental Sustainability

Author: **Ashley Salaiz**; U. of Tampa

Author: **Klavdia Evans**; St Mary's U.

Author: **Seemantini Madhukar Pathak**; U. of Missouri, St. Louis

Author: **Dusya Vera**; U. of Houston

A growing majority of large, publicly traded firms incorporate sustainability (environmentally-friendly innovations) into their business strategies. This study seeks to understand how some firms can achieve more radical sustainability while other firms make only incremental achievements. Many firms have implemented organizational structures, such as sustainability-focused committees, among their board of directors. Uniting the resource dependence and organizational structure literatures, this study posits that the presence of a sustainability committee may or may not be instrumental in pushing firms toward the adoption of more radical sustainable developments, depending upon key attributes of the committee members and the

of learning in organisational and transdisciplinary responses to sustainability issues. In particular, we focus on formal and/or informal learning that occurs outside of formal education systems. We conduct a cross-disciplinary systematic review of the literature on learning for sustainability. The review incorporates perspectives from diverse disciplines including business, management, environmental science, sociology, policy, urban planning, and development. This review explores how, when and where different disciplines are using learning as a tool for tackling sustainability. We identify the common themes and challenges of learning processes in the context of sustainability and lay out a clear path for future research.

[view paper \(if available\)](#)

Mobilizing an Organizational Field: Network Activism for Expanding Cross-Sectoral Climate Action

Author: **Todd Schifeling**; Fox School of Business, Temple U.

Author: **Sara B. Soderstrom**; U. of Michigan

Climate change poses a severe challenge to business and society. Organizational reforms face resource challenges and the limits of tradeoffs with organizations' primary missions. Consequently, win-win solutions with a strong business case are an attractive path for reformers. However, these types of solutions are often limited to low-hanging fruit and peripheral changes. An important possibility that is not well understood is how this zone of readily actionable improvements can expand. We relax the assumption that the business case for reform has clear limits, and investigate how an activist network operates to expand the ambitions of organizations across sectors. The results illuminate a dynamic alternative to incremental and radical change.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

uncertainty the firm faces. The panel dataset, which consist of green patents on more than 100 firms with sustainability committees, confirms that firms have a greater proportion of radical patents when they have dedicated rather than non-dedicated sustainability committees. Results also indicate that the impact of dedicated committees on the proportion of radical green patents is even stronger when the committee members carry specific attributes.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

The Impact of Strategy and Decision-Making (session 1685)

Broadening the Scope of Local Government: A Survey among Mayors and Public Managers (WITHDRAWN)

Author: Lisa Schmidhuber; WU Vienna U. of Economics and Business

Author: Dennis Hilgers; Johannes Kepler U. Linz

'Open government' refers to transparent, participative decision-making, and platform-based citizen-government collaboration and has emerged as a paradigm at the local government level in particular. However, substantial disparities exist in open government adoption among municipalities, and the empirical evidence on the determinants of open government adoption is sparse and mixed. This article considers open government adoption by integrating the resource- and knowledge-based views and decision-makers' open government willingness. We argue that the positive impacts of internal capacity depend on the municipal decision-makers' open government willingness. Using data from a survey conducted among local decision-makers, we investigate organizational ability to implement open government and their preferences and the adoption level. The findings indicate that organizational capacity is positively associated with open government. Further, the effect of ability on adoption is partially mediated by leaders' perceptions that open government is a meaningful opportunity for the municipality.

view paper (if available)

Adapting Aspirations: Negative Life Events, Resource Scarcity, and Extreme Poverty

Author: Maheshwar Pratap; Amrita Vishwa Vidyapeetham U.

Author: Shobhana Madhavan; Amrita School of Business

Author: Deepak Gupta; Amrita School of Business

Based on the capabilities approach to poverty reduction, we explore how a change in aspirations among the poor shapes their capabilities and their

Addressing Critical Measurement Issues in Organizational Research (session 1686)

Conceptualization, Measurement, and Statistical Properties of Higher- Level Constructs

Author: Gordon W. Cheung; U. of Auckland

Author: Chang-Ya Hu; National Chengchi U.

Author: Suk Yin Rebecca Lau; The Open U. of Hong Kong

Despite the increasing popularity of studying higher-level constructs in organizational research in recent years, few empirical studies have clarified the conceptual, measurement, and statistical properties of their higher-level constructs. Based on the seminal work by Kozlowski and Klein (2000), we first summarize the differences in the conceptualization of the three basic types of higher-level constructs: constructs with global properties, shared properties, and configural properties. Then we differentiate the measurement properties for constructs with different conceptualizations. Finally, we demonstrate with simulation results that the multilevel latent covariate (MLC) approach is more appropriate for estimating higher-level constructs with shared properties while the multilevel manifest covariate (MMC) approach is more appropriate for estimating higher-level constructs with configural properties. We suggest future organizational researchers should first clearly define and specify the conceptual properties of the higher-level constructs, then use appropriate measurement that matches the conceptualization of the constructs, and finally adopt the proper statistical approach to aggregate individual observations to higher-level variables.

view paper (if available)

Evaluating Various Sources of Common Method Bias and Psychological Separation as an Alternate Remedy

Author: Alex L. Rubenstein; U. of Central Florida

Author: John Kammeyer-Mueller; U. of Minnesota

Author: Lauren Simon; U. of Arkansas

Author: Emily Sue Corwin; U. of Arkansas

escape from poverty. In-depth interviews of 27 individuals living in extreme poverty revealed the critical role of negative life events in lowering aspirations. We found that chronic poverty narrowed the aspirations window — the range of aspirations drawn from an individual's cognitive world based on the social structure they live in — as individuals grew older. While some individuals lowered their aspirations compared to their childhood, others had lost their aspirations completely. Negative life events were found to trigger this downward adaptation of aspirations. Individuals experiencing negative life events were found to have not taken advantage of opportunities such as financial support for education that would have helped them come out of poverty. We suggest that the scarcity mindset induced by these negative life events led to a reduction in the capability to reason. The consequence of the scarcity mindset was the adaptation of aspirations. Based on these findings, we build a conceptual framework linking negative life events and ensuing resource scarcity to adapting aspirations and capabilities.

[view paper \(if available\)](#)

How Strategic Decisions Impact the Success of Local Advocacy Interventions at Greenpeace

Author: **Yves Plourde**; HEC Montreal

International advocacy non-governmental organizations (NGOs) represent key actors of global governance. In this paper, we depart from the current paradigm that considers these NGOs as stakeholders to businesses and governments to investigate how they make decisions concerning their advocacy interventions. Our contribution is twofold. First, we develop a framework that explains how the national and regional organizations (NROs) at Greenpeace strategize their interventions. Second, we adopt a set-theoretic approach to investigate how the decision points associated with an intervention impact its success. Our findings show that the success of interventions largely depends on the choice of targets and tactics in relation to the particular context of an intervention. Our study calls for a greater understanding of the strategic management of international advocacy NGOs.

Author: **Hayley Morrison**; U. of Central Florida

Author: **Steven Whiting**; U. of Central Florida

Common method bias substantially impacts the way organizational scholars conduct and review empirical research. However, to date, there have been limited efforts to explicitly and systematically assess the extent to which various sources of common method bias affect both within-scale psychometric properties as well as between-scale intercorrelations. In this study, we address this gap by conducting multiple experiments intended to evaluate the extent to which social desirability, transient mood states, scale formats/anchors, item embeddedness, and item/scale intermixing impact these outcomes. Second, we also examine the utility of an alternative procedural remedy, psychological separation, which we believe holds considerable promise for addressing method bias concerns through research design. Results from Experiments 1-5 demonstrated that several sources of method bias can significantly influence participant responding and subsequent scale means/reliabilities, as well as intercorrelations among constructs. Experiment 6 revealed that playing a game of Tetris or completing a reading comprehension task and quiz resulted in construct intercorrelations commensurate with those seen in research designs utilizing temporal separation and distinct source measurement, but significantly lower correlations than in a cross-sectional design with no psychological separation manipulation. Implications of all six experiments are discussed.

[view paper \(if available\)](#)

Attitude Toward the Color Blue: An "Ideal" Ideal Marker Variable

Author: **Brian Keith Miller**; Texas State U.

Author: **Marcia Simmering**; Louisiana Tech U.

Researchers often turn to post hoc statistical techniques to identify common method variance (CMV) in same source data, and one viable option is to use a marker variable. The choice of marker variable is important, yet these variables are difficult to find, primarily because they must be theoretically unrelated to study variables, yet measured in the same way (e.g., perceptual; on a Likert scale). This

[view paper \(if available\)](#)

The Effect of Corporate Political Activity on Corporate Reputation Amongst Industry Professionals

Author: **Annika Müller**; Aarhus BSS, Aarhus U.
Author: **Robert Ormrod**; Aarhus BSS, Aarhus U.

Many firms have increased their expenditure on Corporate Political Activity (CPA) in an attempt to influence the public policy process, and to increase the Corporate Reputation (CR) of the firm. We first discuss the literature on the context and proactive political strategies involved in CPA, and the literature on CR. Our empirical study draws on the literature, examining the German food manufacturing industry, using expert interviews with nutritional scientists and NGO representatives analysed using a qualitative, thematic analysis. Our findings and managerial implications centre around the reputational effect on the firm and competitors, and upon the idea of 'issue islands'. Proactive CPA strategies and constituency-building, whilst seen as risky, had a positive effect on firm CR amongst the experts (but not all stakeholders) if adopted over the long-term. CPA strategies can also provide a first-mover competitive advantage; competitors that subsequently adopt the same strategy do not receive the same CR benefits. 'Issue islands' was an analogy used by one expert to describe how the stakeholder-specific perception of one issue does not necessarily affect another; for example, the nutritional scientists focused on product nutrition and not the firm's advertising when constructing a CR.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

manuscript uses scale development best practices to create a marker variable that can be applied in a wide variety of social science research—attitude toward the color blue. Scale reliability and validity are addressed, discriminant validity with other measures that detect CMV is tested, and the Confirmatory Factor Analysis Marker Technique is applied with this scale. Recommendations to researchers for use of this new scale to detect CMV are provided.

[view paper \(if available\)](#)

Improving the Performance of ULMC in CMV Detection and Correction

Author: **Cherng George Ding**; National Chiao Tung U.
Author: **Chien-Fan Chen**; National Chiao Tung U.

In this study, we propose an approach to further improve the performance of ULMC by adding a single identifying variable together with the usage of Rindskopf's (1983) reparameterization of the CFA model for error variances and implicit constraints for correlations, based on the multi-dimensional ULMC model. The chi-square test for model fit and the chi-square difference test are used to test for the existence of CMV and to determine the number of method dimensionality. The simulation results have indicated that, given adequate sample size, the ULMC technique with the proposed approach performs well in detecting CMV and in yielding acceptable corrected trait loadings and trait correlations. Moreover, its performance in CMV correction is superior to the performance of the CFA marker technique. Therefore, we recommend that the ULMC technique with the proposed approach be used for CMV detection and correction.

[view paper \(if available\)](#)

Can High Numbers of Traits Solve the Ipsativity Issue of Forced-Choice Questionnaires?

Author: **Niklas Schulte**; Ulm U.
Author: **Paul-Christian Bürkner**; Westfälische Wilhelms-U. Münster
Author: **Heinz Holling**; Westfälische Wilhelms-U.

Münster

Forced-choice questionnaires can prevent faking and other response biases typically associated with rating scales. However, the derived trait scores are often unreliable and ipsative, making inter-individual comparisons in high-stakes situations impossible. Several studies suggest that these problems vanish if the number of measured traits is high. To determine the necessary number of traits under varying sample sizes, factor loadings, and inter-trait-correlations, simulations were performed for the two most widely used scoring methods, namely the classical (ipsative) approach and Thurstonian IRT models. Results demonstrate that while especially Thurstonian IRT models perform well under ideal conditions, both methods yield insufficient reliabilities in most conditions resembling applied contexts. Moreover, not only the classical estimates but also the Thurstonian IRT estimates remain (partially) ipsative, even when the number of traits is very high (i.e., 30). This result not only questions earlier assumptions regarding the use of classical scores in high dimensional questionnaires, but it also raises doubts about validation studies on Thurstonian IRT models because correlations of (partially) ipsative scores with external criteria cannot be interpreted in a usual way.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

SIM

Corporate Purpose (session 1688)

Moral Efficiency: Implications for Public-Private Interactions and Social Value

Author: **Daniel Fisher**; Cass Business School, City U. London

A considerable body of research has argued that government outsourcing is normatively good because it can increase efficiency, competition and save public money, while other research claims that

SIM

CSR and Sustainability Reporting (session 1687)

A Buffer or a Liability? Double-Edged Sword Effect of Ex Ante CSR Communication

Author: **Shanshan Zhang**; School of Management, Xi'an Jiaotong U.

Author: **Zhe Zhang**; Xi'an Jiaotong U.

Author: **Ming Jia**; Northwestern Polytechnical U.

As corporate social responsibility (CSR) matters not

outsourcing is inefficient, results in monopoly and delivers poor value for money. Both sides of this debate have failed to consider a form of non-technical efficiency that is inextricably tied to social value, impacting a firm's ability to reproduce social value and, ultimately, succeed in the long term. Drawing on the ethics literature on public-private interactions, I propose a conceptual process model that illustrates how a lack of 'moral efficiency' leads to violations of social norms. By examining high-profile scandals and failures in government outsourcing, I demonstrate how scholars can uncover taken-for-granted social norms tied to efficiency, contributing a new ethical lens in public-private interactions.

[view paper \(if available\)](#)

Director Engagement with Corporate Purpose: The Contribution and Potential of Institutional Investor

Author: **Selina Neri**; Hult International Business School

I draw on strategic cognition theory to develop an improved conceptual understanding of when and how directors, as key corporate governance actors, engage with corporate purpose as a company's *raison d'être*, and how institutional investors contribute to their engagement. Little is known about how corporations and investors can enable director engagement so that directors can make a difference to their companies and corporations can create value for society as well as for investors. Drawing on 38 interviews and two participant observations of directors and investors in Swiss listed corporations, I conceptualize engagement as the extent to which directors commit their affective, cognitive and behavioral resources to purpose. Engagement emerges as affected by directorial, governance and organizational contingencies, and by the influence and focus of institutional investor stewardship. Corporate purpose is neither about the social role of corporations, nor about moral obligations, but rather is strategic in nature, emerging as sustainable value creation. Director engagement with purpose emerges as a transitory, strategic cognition process predicated along a continuum where individual effort and level comprehensiveness can significantly

only for firms' competitiveness, but also societies' sustainability, stakeholders prefer firms engaging in positive CSR. Yet, the effect of ex ante positive CSR communication on relationship between firms' irresponsibility events occurrence and investment decision is quite overlooked. Drawing on the dual processing theory, we posit that investors feel anger and form moral judgment in the context of moral dilemma. Furthermore, we distinguish between two dimensions of corporate social irresponsibility (CSIR) identified in prior work, CSIR type and CSIR-CSR domain, and propose that the ex ante positive CSR communication exerts a double-edged sword effect (a buffer or a liability) on investor responses depending on different CSIR events. Data from a lab experiment conducted by facial expression analysis technology (Study 1) and a scenario experiment (Study 2) generally support our hypotheses. Our research contributes to the theoretical and practical insights into how and when ex ante CSR communication may, trigger different investor responses, along with directions for future research on business ethics.

[view paper \(if available\)](#)

Does Mandatory CSR Reporting Regulation Lead to Improved Corporate Social Performance?

Author: **Muhammad Umar Boodoo**; Warwick Business School

This paper analyses whether mandatory CSR reporting regulation leads to an improvement in corporate social performance. Using a quasi-natural experiment where the Stock Exchange Board of India mandated all companies listed on the Bombay Stock Exchange to disclose their CSR activities and practices, this paper finds that companies significantly improved in all aspects of Environment, Social, and Governance performances. However, governance and social performance improvements were significantly greater than environment performance, which is attributed to the stakeholder salience typology. Potential harm from definitive, dominant and dangerous stakeholders was given greater consideration by management, which improved governance and social performances accordingly.

vary. Via a form of activism known as engagement on environmental, social and governance (ESG) topics, institutional investors can enable director engagement under certain conditions.

[view paper \(if available\)](#)

Beyond Primacy: A Stakeholder Theory of Corporate Governance (WITHDRAWN)

Author: **Pushpika Vishwanathan**; U. of Amsterdam
Author: **Jan-Willem Stoelhorst**; U. of Amsterdam

We develop a stakeholder theory of corporate governance grounded in classical property rights theory, adopting the view that governance should help free individuals maximize their collective economic welfare. Welfare is primarily created through team production and team innovation, and the firm is a legal fiction that enables individuals to govern joint value creation. Once a firm is established, however, other transaction problems arise as a result of incomplete contracting, information asymmetry, market power inequality and/or negative externalities. Essentially, corporate governance entails devising coalitional contracts that help stakeholders control their vulnerability to others' opportunistic behaviors. Our theory lays out how a specific allocation of property rights helps resolve each transaction problem. We extend earlier efforts to build a stakeholder theory of corporate governance by focusing on a more comprehensive set of transaction problems and articulating concrete governance arrangements suitable for different types of firm-stakeholder relationships. Our theory also contributes to the ongoing debate about the corporate governance of public firms. More specifically, applying our theory to public firms yields an allocation of property rights that is incompatible with the notion of giving primacy to shareholders, or any other group of stakeholders.

[view paper \(if available\)](#)

Corporate Grassroots Mobilization: The Role of Self-Interest and Moral Proclivity

Author: **Maurice Jerel Murphy**; U. of Southern California

[view paper \(if available\)](#)

Sustainability Reporting: A Review and the Way Forward

Author: **Yah Ling Liew**; Singapore Management U.
Author: **Simon JD Schillebeeckx**; Singapore Management U.

Firms are in the epicenter of sustainability deliverables cascade down from stakeholders. Sustainability reporting is salient to stakeholders as actual non-financial performance is opaque. From an in-depth review of publications on sustainability reporting of the recent decade, this paper identifies three forms of disclosure: mandatory, voluntary and involuntary. Respectively, the regulating mechanism of each form of reporting is rules, market forces and social norms, and is regulated by either regulatory or normative institutional pressure. This review shows that depending on firms' ability to withstand institutional pressure, firms have discretion over varying degrees of symbolic and substantive reporting. The motives for discretionary reporting primarily stemmed from (1) demands for reporting do not meet the interests of the companies, (2) stakeholders' interests do not align with that of one another. This paper proposes an issue saliency framework that considers both stakeholders' and companies' concerns and to optimize value-add and reduce social cost in reporting. The optimal regulating mechanism for overlapped issues for (1) stakeholders and companies is market forces, and (2) multiple stakeholders is rules. For single stakeholder concerns, it is best regulated by social norms. This paper ends with a proposed future agenda.

[view paper \(if available\)](#)

ESG? A Framework for Corporate Governance and its Environmental, Social, and Financial Outcomes

Author: **Gary John Cundill**; Cranfield School of Management
Author: **Hugh Wilson**; Warwick Business School

ESG (environmental, social and governance) is an acronym used frequently by practitioners and

This paper draws on the corporate political strategy, social movements, and legitimacy literatures in proposing a conceptual framework that explicates the essential role of self-interest and moral inclination in firms' ability to engender political mobilization on the part of their stakeholders. In forwarding this theoretical model, I argue that firms can induce mobilization through appealing to constituents' self-interest in the traditional economic sense, as well as through embedding constituents' political modus operandi within the firm's political strategy. While with respect to moral inclination, I assert that firms will be able to induce mobilization by their stakeholders when they are perceived as possessing admirable dispositional characteristics, when their actions consistently lead to positive outcomes, when they utilize socially accepted structures, policies, and procedures for their operations that demonstrate a commitment to prosocial behavior, and when they have a charismatic leader who embodies the values of stakeholders. In substantiating our theoretical claims, I provide case examples of firms that have successfully mobilized their stakeholders through the aforementioned mechanisms (i.e. self-interest and moral inclination in their various manifestations).

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

academics when speaking of those forms of investment and activism not focused primarily on the financial bottom line. We will argue in this paper that ESG is a problematic term, conflating as it does aspects of performance and process. Through a synthesis of literature we review how the term is used by practitioners and academics. We develop a conceptual model that explains the relationship between company performance and corporate governance mechanisms, discussing and defining terms more suited to those working in this field. We conclude by pointing to the implications of our argument for practitioners and the academy.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

SIM

Stakeholders (session 1689)

Stakeholder Responsibility and Value Creation in Organizations: Insights from the Health Care Sector

Designated as a "Best Paper" for SIM

Author: **Simone R. Barakat**; U. Anhembi Morumbi

Author: **Jerry Goodstein**; Washington State U.

Author: **Andrew C Wicks**; U. of Virginia Darden School of Business

Although there is an extensive literature on firms'

STR

Cognition and Identity in Firms (session 1690)

Impact of Institutional Imprinting on the Persistence of Superior Profits: A Study of Indian Firms

Author: **Manish Popli**; Indian Institute of Management, Indore

Author: **Mehul Raithatha**; Indian Institute of Management, Indore

Author: **Mohammad Fuad**; Indian Institute of Management Ahmedabad

responsibility to its stakeholders, little attention has been given to stakeholders' responsibility to organizations and to other stakeholders. We argue that organizations can create conditions and remove barriers that enable stakeholders to uphold important responsibilities that increase value creation. In order to better understand the organizational initiatives and practices that can reinforce stakeholder responsibility and the underlying mechanisms by which stakeholder responsibility may lead to value creation, we empirically explored a novel program implemented in a health care organization. Through a series of in-depth interviews with clinicians, patients, and health care organization management, we examined a structured health care program that focuses on motivating patients and health care professional, clinicians, and administrative staff to assume important responsibilities for health care outcomes. This occurred by increasing patient active participation in their own care and encouraging participation and coordination among health care professionals. We help narrow the gap between conceptual work and empirical inquiry into the value creation process and how it can be enhanced through innovations in stakeholder collaboration and responsibilities. We also contribute to the business ethics literature by emphasizing the role of multiple stakeholders in the process of value creation and better understanding stakeholder responsibility and value creation from multiple perspectives.

[view paper \(if available\)](#)

Stakeholder Distrust - A Construct in Need for Better Understanding

Author: **Antoinette Weibel**; U. of St. Gallen
Author: **Sybille Sachs**; U. of Applied Sciences, Zurich
Author: **Simon Daniel Schafheitle**; U. of St. Gallen
Author: **Daniel Laude**; U. of Applied Sciences in Business and Administration, Zurich
Author: **Canan Liedtke**; U. of St. Gallen

Stakeholder literature has only recently turned to analyzing troublesome relationships. Here we argue that this analysis can be enriched by introducing a concept that has been more prominently explored in organization studies: distrust as a distinct

Drawing upon the literature on organizational imprinting, we examine how a firm's history impacts its performance in subsequent periods. In an emerging market context of India, we argue and find support that the degree of imprinting of the pre-liberalization era is negatively related to the persistence of superior performance in the post-liberalization period. Furthermore, we investigate the role of imprinting attenuators and we find support that firm's listing status and its degree of internationalization weaken this base-line relationship. Empirical results based on a large unbalanced panel data set of 18,202 firm-year observations of Indian firms during the period of 1991-2005 provide robust support to our conceptual model. Complementing the growing literature examining the impact of contemporaneous institutional changes on performance, this study aims to bring attention to the important role of institutional history of the firms from the emerging economies.

[view paper \(if available\)](#)

Managerial Cognitions in the Wake of Underperformance

Author: **Varkey Titus**; U. of Nebraska, Lincoln
Author: **Jonathan O'Brien**; U. of Nebraska
Author: **Owen Nelson Parker**; UT Arlington

Extensive research drawing from the Behavioral Theory of the Firm indicates that performance below an aspirational threshold tends to produce a search response in the form of risky activity meant to rectify the problem of underperformance. However, the cognitions occurring between the underperformance stimulus and the ultimate search response largely remain a "black box" about which we know very little. We explore this black box by drawing on attribution theory and regulatory focus theory to examine how managers perceive and make sense of underperformance. We build on this by integrating problem classification logic and suggest that perceptions of stability and control act as moderators to the focal relationships. We test our theory on a sample of 539 firms in the information and communication technology industry, and results largely corroborate our theorizing.

concept. We introduce distrust by also differentiating it from related constructs such as suspicion, negative reciprocity and conflicts. We then develop a stakeholder distrust model, whereby we differentiate the most proximate antecedents of stakeholder distrust and how such distrust manifests in distrust-induced behaviors. Following this we explore distrust dynamics, that is, how distrust between stakeholders and the focal organization emerges and develops, spreads across levels and possibly transgresses from suspicion to distrust (or from trust to distrust). Finally, we offer first insights for further research on how stakeholder distrust as a distinct concept can enrich stakeholder analysis, lead to a new perspective on stakeholder engagement practices and enable a profound discussion of stakeholder relationship dynamics.

[view paper \(if available\)](#)

Shared Goals, Different Logics: Comparison of Multi-Stakeholder and Business-Led Initiatives

Author: **Erin Leitheiser**; Copenhagen Business School

Multi-stakeholder initiatives (MSIs) and business-led initiatives (BLIs) constitute prevalent models of private governance, yet little is known about their differences or the implications thereof. This study adopts an institutional logics perspective to compare MSIs and BLIs and theorize about their potential to address sustainability challenges. Is it better to give a hungry person a fish or a fishing rod, and when? Using the case of the Bangladesh garment industry, this study compares a MSI and BLI which arose simultaneously and shared the same broad goals, but conducted their work in very different ways. It develops a framework of differing logics of private governance, finding that MSIs embody a collective logic, best suited for addressing systemic issues and process rights, and BLIs exemplify a benevolent logic, befitting for narrowly-defined problems and measurable outcomes. Overall, this study contributes to our understanding of the distinctiveness and utility of different models of private governance.

[view paper \(if available\)](#)

[view paper \(if available\)](#)

Sentiment-Driven Merger Waves

Author: **Tian Han**; Henley Business School, U. of Reading

Author: **Abby Ghobadian**; Henley Business School, U. of Reading

Author: **Michael A. Hitt**; Texas A&M U.

Author: **R. Duane Ireland**; Texas A&M U.

Author: **Nicholas O'Regan**; Aston Business School

In this study, we examine the link between the industry-specific optimism and the formation of merger waves as well as the impact of firm-specific optimism on mergers' value destruction. Mergers and acquisitions are among the most frequently exercised strategic decisions, often occurring in waves. The extant literature draws on neo-classical or behavioral theory to explain the formation of merger waves. The neo-classical theory fails to fully explain post-merger waves value destruction. A void filled by the behavioral theory drawing primarily on the overvaluation concept and principally neglecting the function of sentiment, as a critical component, in the formation of merger waves and the post-wave value destruction. Through large-scale textual analysis of news releases, this study provides direct evidence that industry-specific optimism plays a pivotal role in the formation of merger waves. Further, we demonstrate that firm-specific optimism, fostered by industry-specific optimism, creates managerial overconfidence, leading to significant value destruction. Our research sheds new light on why merger waves occur and why merger waves result in inadvertent outcomes.

[view paper \(if available\)](#)

Alternative Identity Claims Enabling Strategic Renewal in the Face of Potential Disruption

Author: **Neele Petzold**; Münster U. of Applied Sciences

Author: **Peter Van Der Sijde**; Vrije U. Amsterdam

When faced with potential disruption, incumbents often need to engage in strategic renewal to survive.

Understanding Relationship with Stakeholders as a Microfoundation of Open Innovation

Author: **Fernanda Rosalina Da Silva Meireles**; U. of Sao Paulo (FEA/USP)

Author: **João Maurício Gama Boaventura**; U. of Sao Paulo (FEA/USP)

Author: **Jennifer Griffin**; Loyola U. Chicago

As the innovation process, specifically open innovation, does not occur in isolation, the interactions and interface between relevant stakeholders is an interesting object of study. As it seeks collaboration and access to valuable resources, an organization has to establish relationships with its stakeholders, something that has barely been explored from the open innovation perspective. By focusing on this, the present study aims to analyze the connection between different stakeholders' relationships and open innovation. Based on the microfoundations of Stakeholder Theory and the open innovation literature, we propose three hypotheses. Considering our objective, we examine 710 observations of Brazilian companies from between 2008 and 2017 and use a longitudinal multinomial logistic model to test the hypotheses proposed. Our results show the relevant role of positive reciprocity and justice in stakeholders' relationships in the development of open innovation. Therefore, our results suggest that by delivering more positive reciprocity and justice to stakeholders in their relationships, the organization receives mutually contingent bonuses that increase the probability of developing open innovation.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Innovation and Entrepreneurship (session 1694)

How Co-working Spaces Self-Organize to Novel Outcomes?

Author: **Wanyue Wei**; U. of Eletronic Science and

Yet incumbents' enduring core identities may inhibit such attempts. Given the recursivity between strategy and identity, we ask how incumbents circumvent their core identities to change their strategies to respond to potential disruption. We conducted a longitudinal study of Volkswagen, Daimler, and Porsche from 2002-2019 that adapted their strategies and identities to prepare for a future of connectivity, electrification, autonomous driving, and mobility. We theorize how incumbents circumvented their core identities by evoking alternative identity claims as substitute frames to legitimize adaptive strategic actions. These claims combined the organization's past with directions for the future. While the combination of the past and future enabled incumbents to shift, a focus on the future led to a reversion to previous paths. A focus on the past led to strategic inertia, necessitating a quick pivot to adapt. We contribute to strategy and identity literature by proposing alternative identity claims as substitute frames to legitimize strategic renewal and show how temporal sensemaking suggests stability during transformations.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Managing Networks and Stakeholders (session 1696)

Companies' Choice of Collaboration Forum: A Choice Experiment in the IoT Standardization Context

Author: **Paul Moritz Wiegmann**; Eindhoven U. of

Technology of China

Author: **Zheng He**; U. of Electronic Science and Technology of China

Author: **Lez Rayman-Bacchus**; Winchester Business School, U. of Winchester, SO22 HT UK

Previous studies on co-working spaces mainly focus on their spatial functions, while the investigation concerning the unique operation of co-working spaces is still nascent. To fill this gap, this study explores the self-organizing mechanism of two types of co-working spaces from an ecosystem perspective. Our findings reveal that within a co-working space: (1) at individual level, users' working, leisure and social activities may interweave to enhance their working efficiency and satisfaction; (2) at organization level, incumbent enterprises may reconstruct their boundaries to maintain their continuous innovation capabilities. This study mainly contributes to ecosystem self-organization theory. We not only develop a three-layer model to exhibit the similar self-organizing mechanism of co-working spaces, but also highlight the impacts of initial conditions and path dependency on two different self-organizing outcomes namely entrepreneurial ecosystem and innovation ecosystem.

view paper (if available)

The Outsider Within: The Impact of Non-Family CEOs on Family Firm R&D

Author: **Brenda Myung**; Seoul National U.

Author: **Jaeyong Song**; Seoul National U.

This paper examines why family firms differ in levels of R&D investment by analyzing the agency conflict between family owners and non-family CEOs. Using insights from agency and stewardship theory, we find that non-family CEOs invest less in R&D than family CEOs. Compared to family CEOs who have long-term interests in the firm, non-family CEOs are driven by short-term motives and thus, are reluctant to make farsighted investments in R&D. We also find that non-family CEOs are less likely to invest in R&D when there is a large number of potential family successors involved in management. However, monitoring by independent directors proves to be an effective governance mechanism that

Technology

Author: **Felix Eggers**; Faculty of Economics and Business, U. of Groningen

Author: **Henk De Vries**; Rotterdam School of Management, Erasmus U.

Author: **Knut Blind**; Technische U. Berlin

Companies' interorganizational relationships often include engagement in multi-firm forums, yet little is known about how they choose these networks. We investigate decision criteria in a standardization context where this strategic choice may determine firms' ability to shape markets through standards. We derive hypotheses about decision criteria related to actors in the forum and its governance from three theory streams (networks, multi-sided markets, forum shopping). We test these hypotheses in a qualitative pre-test and a choice experiment with 141 standardization professionals in the Internet of Things field. Our results contribute to the literature on interorganizational relationships by indicating what firms value in collaboration forums and how they weigh decision criteria.

view paper (if available)

A Microfoundations Perspective on Orchestration of Coopetitive Networks (WITHDRAWN)

Author: **Audrey Rouyre**; U. of Montpellier

Author: **Anne-Sophie Fernandez**; U. of Montpellier

Author: **Olga Bruyaka**; West Virginia U.

Multiple and complex interactions between competing organizations and their collaborators create a unique type of collaborative networks, i.e., coopetitive innovation networks. Surprisingly, in the case of coopetitive innovation networks little is known about their orchestration challenges and related orchestration capabilities. In the present study we set to understand the orchestration of coopetitive networks through the prism of microfoundations perspective. Specifically, we analyze interactions among structures, processes and individuals to explain the nature and evolution of orchestration capabilities over time and across two sequential innovation projects. These projects are self-orchestrated by a network composed of 12 key competitors in the European aeronautics industry and the European Commission that co-ordinate and co-fund research activities to deliver

encourages non-family CEOs to make more investments in R&D. Findings are supported in Korean manufacturing firms in R&D intensive industries listed on the Korean Stock Exchange from 2009-2018.

[view paper \(if available\)](#)

The Downside of Staged Development: Evidence from Television Shows

Author: **Ankur Chavda**; HEC Paris

Firms often partially fund new projects for initial development rather than fully fund them to completion. This staged development yields early feedback which can improve an individual project through learning and a portfolio of projects by the termination of less promising projects. Although prior empirical studies have found a positive relationship between staged development and outcomes, these studies were limited to settings that only allowed for learning: projects were never terminated. To capture the full effect, this paper exploits a form staged development in the television show industry where a new show's first episode is filmed and evaluated before commissioning the full show. Using Netflix's entry into television show production as a source of randomization, a negative treatment effect of piloting on viewer ratings is measured for shows that are more likely to survive piloting. Mechanism evidence suggests piloting worsens shows by impeding their ability to attract actors and lowering planning of the full season. Hence, staged development can have a downside: the lack of commitment to projects can prevent them from getting the resources and effort necessary for success.

[view paper \(if available\)](#)

Innovative Entrepreneurship Implications of Intellectual Property Right Protection Over GVC Position

Author: **Ma Zicheng**; Lingnan U. / Sun Yat-sen U.

Author: **Xin Zheng**; Lingnan U. / Sun Yat-sen U.

Author: **Liang Wang**; U. of San Francisco

Author: **Jianqi Zhang**; Lingnan U. / Sun Yat-sen U.

significantly quieter and more environmentally friendly aircrafts. Self-orchestration as opposed to dominant orchestration by one lead organization, simultaneous use of multiple orchestration practices (e.g., rotating leadership, consensual decision-making, etc.) and important role of individuals in sustaining the effectiveness of structures and efficiency of processes contributed to maintaining the balance between competition and collaboration in the cooperative networks. Implications for research on network orchestration and cooperative dynamics are discussed.

[view paper \(if available\)](#)

Legitimacy Lost: Regulative De-Legitimation

Author: **Douglas Miller**; Virginia Commonwealth U.

Author: **Kun Liu**; Kent State U.

Author: **Tera L. Galloway**; Illinois State U.

Legitimacy is a key concept in the research of management and organizations. However, little research has examined the loss of legitimacy. This study examines incidents of regulative legitimacy violation and focuses on the effect such incidents have on the alliance partners of the perpetrating organizations. We specifically examine three types of such violations—administrative law, criminal law, and civil law. Using a sample of 32 incidents that involved Fortune 100 companies, we show that the loss of regulative legitimacy negatively influences the stock market performance of alliance partners. More interestingly, we show that the effect of repair efforts by the perpetrating firm on the alliance partner differ depending on the nature of those violating incidents. Implications of our findings are discussed.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

In this study, we provide a theoretical account of the effects of intellectual property rights protection on two crucial innovative entrepreneurships: technology-and market-oriented innovative entrepreneurship, and explore the contingent role of countries' positions in global value chains. We examine this framework using cross-national data across 43 countries over 9 years from the GEM survey, finding that IPR protection prohibits technology-oriented innovative entrepreneurship, while has an inverted-U shape with market-oriented innovative entrepreneurship. In addition, the aforementioned relationships are strengthened when the countries locate in the upstream of global value chain. Consequently, this study contributes to innovative entrepreneurship theory and practice by uncovering how IPR protection regime impacts innovative entrepreneurship with different orientations and involving the perspective of global value chain to explore the variation of the aforementioned relationships.

view paper (if available)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Master of the House: CEOs and Interfirm Relationships (session 1695)

Comparison Between Corporate Leaders and its Effect on Alliance Partner Selection

Author: **Ruchunyi Fu**; Shanghai U. of Finance and Economics

Author: **Haibin Yang**; City U. of Hong Kong

The study examines situations in which a firm would ally with a high-status partner versus a low-status counterpart from the upper echelons perspective. Building upon the social comparison theory, we propose that the relative individual status between a firm's chief executive officer (CEO) and its chair of the board (COB) influences the valuation of partner status. The study argues that the CEO considers the COB as an important comparative referent for social

STR

Stakeholders and the Financial Market (session 1693)

Hedge Fund Investor Activism and Human Capital Loss (WITHDRAWN)

Author: **Guoli Chen**; INSEAD

Author: **Philipp Meyer-Doyle**; INSEAD

Author: **Wei Shi**; U. of Miami

While prior studies have highlighted the benefits of hedge fund activism for targeted firms, we examine a potentially negative side-effect of hedge fund activism: the loss of strategic human capital in targeted firms. We find that targeted firms experience a greater loss of employees upon announcement compared with a matched sample of non-targeted firms. The effect is weaker for firms covered more positively by securities analysts and the media, and with stronger employee relations.

status. As a predictor of board member support, the CEO-COB relative status further relates to the CEO's motivation to seek external endorsement and guts to trade status for economic returns. Therefore, a firm is more likely to ally with a high-status partner when the CEO has a lower status relative to the COB. This effect also increases alongside the intensity of comparison between the CEO and COB. A sample of alliances in the U.S. computer industry between 1993 and 2010 generally supports our hypotheses.

[view paper \(if available\)](#)

Masculine CEOs and Alliance Partner Choice

Author: **Ribuga Kang**; Chinese U. of Hong Kong
Author: **Jingoo Kang**; Nanyang Technological U.
Author: **Andy Y. Han Kim**; Sungkyunkwan U.

To understand the influence of masculine CEOs on alliance partner choice, we examine how CEOs' facial masculinity relates to the firm's alliance partner choice. Using a sample of 1,098 alliances of US firms from high-tech industries between 1993 and 2010, we find that firms with masculine-faced CEOs are more likely to ally with relationally distant partners over close and existing partners. We also find that the partner firm's size and network centrality amplify the tendency of masculine CEOs to choose distant partners. Our findings suggest that masculine CEOs are more willing to take relational risks in alliances and that this tendency becomes stronger when the alliance is higher achieving and more significant. Our research speaks to the alliance and upper echelons theory literature by theorizing and empirically testing the role of CEO masculinity in alliance partner choice.

[view paper \(if available\)](#)

Peer Compensation Network Communities: The Effect of Within- and Between-Community Ties on CEO Pay

Author: **Tsvetomira Bilgili**; Kansas State U.
Author: **Hansin Bilgili**; Kansas State U.
Author: **Alan E Ellstrand**; U. of Arkansas

Interestingly, our additional analyses suggest that the beneficial effect of activism on firm performance persists mainly in firms where human capital plays a less important role or where mobility is restricted. Overall, our study advances research on investor activism by showing how hedge fund activism can lead to human capital loss.

[view paper \(if available\)](#)

How Do Stakeholders React if CSR is Mandated?

Author: **Nishant Kathuria**; U. of Texas at Dallas
Author: **Cuili Qian**; UT Dallas
Author: **Mike W. Peng**; U. of Texas at Dallas

Integrating stakeholder theory and institutional logics, this study examines the boundary conditions of the impact of corporate social responsibility (CSR) on firm value. CSR can only provide competitive advantage and insurance value to firms when the firms have discretion to perform CSR. This study provides a clear evidence that CSR erodes firm value when the institutions force firms to do CSR. Leveraging a unique mandate that requires certain Indian firms to spend 2% of profits on CSR during 2010-2013, we show that firms that are affected by the mandate and do more CSR suffer a negative return in performance. However, both prior CSR engagement and better financial performance together help the affected firms to buffer from such events. The implications of mandatory CSR and the influence of institutional changes on value of firm strategies are discussed.

[view paper \(if available\)](#)

When Risk Management and Stakeholder Management Collide: A Financial Analysts Perspective

Author: **Eun-Hee Kim**; Fordham U.
Author: **Yoo Na Youm**; Loyola U. Chicago

Two of the popular lenses in examining corporate environmental strategy are 1) the risk management perspective and 2) the stakeholder management perspective. Although the risk management perspective suggests that the two views are

Community analysis in networks provides an important means to understand the structure of complex networks. Drawing on network theory and methods, we examine a compensation practice commonly used in the United States, namely peer benchmarking, by focusing on the community structure of the peer compensation network. The peer compensation network consists of thousands of associations between publicly traded companies through compensation benchmarking. Advancing research on peer compensation networks, we theorize and test the hypothesis that the peer compensation network consists of communities that are well-connected within and more sparsely connected between communities. We also theorize that firms that occupy key positions within and between communities pay higher CEO compensation compared to less-connected firms. We find support for our hypotheses using peer compensation data of S&P 1500 firms between 2006 and 2017 and discuss the implications of our findings for research on CEO compensation.

[view paper \(if available\)](#)

I am Gonna Sue... Again? Relationship Between CEO Characteristics and Firm Litigiousness

Author: **Nanhee Kim**; Seoul National U.

This study investigates the process in which CEO characteristics affect firms' litigation behaviors from the upper echelons perspective. Inter-firm litigation has been pronounced as major competitive phenomena of late despite the overall atmosphere of emphasizing cooperation among businesses. By combining regulatory focus theory and organizational identification theory within the awareness-motivation-capabilities (AMC) framework of competitive dynamics, it seeks to explain how CEOs' cognitive and emotional process can determine firms' actions and reactions in inter-firm litigation. The empirical test finds that CEOs with high promotion focus show a lower propensity for legal actions, while CEOs with high prevention focus do not manifest a clear tendency. On the other hand, it is demonstrated that CEOs' organizational identification is a key driving force in suing competitors, and the mitigating interaction effect between promotion focus and organizational

complementary—better managed firm-stakeholder relationships can serve as a buffer in times of difficulty, i.e., as a risk management tool, we argue that the risk management perspective can be at odds with the stakeholder management perspective when potential stakeholder synergy is low. Under such circumstances, well-received environmental sustainability effort by stakeholders (in particular, costly initiatives) may be considered a waste of resources and thus viewed negatively by financial analysts. By employing stakeholder receptivity to corporate environmental strategy demonstrated in corporate Twitter accounts, we find support for this argument. We further find that analyst perception and judgment about the potential costliness of environmental initiatives moderate this relationship.

[view paper \(if available\)](#)

Spillover Effects of Market Penalties for Foreign Corrupt Practices

Author: **Jisun Yu**; Concordia U.

Author: **Jinsil Kim**; College of New Jersey

We examine the spillover effect of market penalties for US MNEs' foreign corrupt practices on their closest industry peers, or rivals. Drawing on the recent development of signaling theory, we consider regulatory agencies as intermediary signalers and regulatory events as important signals that affect stakeholder perceptions on the accused firms as well as their rivals. We further distinguish the two regulatory events—the initiation of investigation and the actual enforcement—in terms of signal spillover and argue that in the stock market, the different levels of contagiousness involved in these events affect the signal receiver's (i.e., investor's) scope of attention differently. More specifically, we find that that upon investigation events, investors expand their attention to other similar firms in understanding and gauging the impact of these events, while upon enforcement events, they concentrate their attention on the focal entity (i.e., the targeted firm), thereby resulting in diverging spillover effects. Using the data of 168 events involving 91 publicly listed US MNEs accused of FCPA violation during years 1995-2017, we empirically demonstrate that despite the similar messages created by the two events, these events result in

identification is also suggested.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

diverging spillover effects in terms of the market value of the accused firms' rivals.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

STR

Strategic Leadership & Ownership (session 1692)

Strategic Leadership: Looking Inside the Box and Moving Out of It

Author: **Cristina Fernandes**; U. da Beira Interior

Author: **Pedro Veiga**; Instituto Politécnico de Viseu

Author: **João Ferreira**; U. da Beira Interior

Author: **Mario Raposo**; U. da Beira Interior

Research related to strategic leadership has risen swiftly in quantity but distributed across divergent academic fields and their respective literatures. Hence, this represents an appropriate time to put forward a wide reaching review that identifies, summarises and integrates the already produced research while highlighting shortcomings in the field and future paths for research. This methodical review of the literature resulted in the identification of 414 articles on the Web of Science database spanning the period between 1985 and 2017. Applying systematic and thorough content analysis, with recourse to bibliometric techniques, the authors here reviewed the articles, identified the core theories and methodologies applied in them. This review served to identify significant gaps in the knowledge in terms of the theoretical orientation and the central content under study. The authors correspondingly propose a broad range of suggestions on all of these topics to help in resolving these shortcomings in knowledge while also raising important questions for future research. The main contributions of this article are: defining and summarising the multi-level literature emerging around strategic leadership; integrating and extracting the potential theoretical contributions from this field; and informing on directions for future research. This article furthermore proposes an integrated model and in addition to a

STR

The CEO in the Spotlight: Narcissism, Regulatory, and Temporal Foci (session 1691)

It's Time for Me to Shine: Narcissistic CEOs and Distance in Cross- Border Acquisitions

Author: **Umair Khan**; Faculty of Business and Economics (HEC Lausanne), U. of Lausanne

Author: **José Mata**; U. of Lausanne, HEC Lausanne

This study examines how CEOs narcissism affects the internationalization decisions of the firms. We propose a novel approach for measuring CEO narcissism, based on the choice of words used by CEOs during the quarterly earnings conference calls that they hold with stock market analysts. We find that highly narcissistic CEOs choose countries which are more distant in terms of culture, political structure, geography, and economic development.

[view paper \(if available\)](#)

CEO Regulatory Focus and Workplace Safety: Evidence from Plant-Level Analysis

Author: **Pavithra Balaji**; U. of Texas at Dallas

We integrate upper echelons theory with regulatory focus theory and expand the research to examine the relationship of chief executive officers' (CEOs) promotion and prevention focus and workplace injuries. We develop argument that the desire for advancement and growth associated with CEOs of a high promotion focus leads to more workplace injuries while a pursuit for stability and security associated with CEOs of a high prevention focus leads to fewer workplace injuries. Based on the regulatory fit framework, we further identify the a

theoretically relevant and innovative agenda that opens up new paths for future research and theory building.

[view paper \(if available\)](#)

Resource Allocation: The Response to Exogenous Shocks Across Ownership Types

Author: **Jorge Tarzijan**; Pontificia U. Católica de Chile

Author: **Cristian Ramirez**; Pontificia U. Católica de Chile

Author: **Gustavo Lagos**; Pontificia U. Católica de Chile

We evaluate how the change in the value captured by the focal firm, as a result of an exogenous shock in the price of its product, affects a firm's total capital expenditure and its allocation to sustaining and expansion investments. Different behaviors in investment decisions (and the allocation of investments in sustaining and expansion activities) can affect firm heterogeneity, competition, and the value distributed to stakeholders. Using data from the main copper mines in the world, we show that the sensitivity of total investments to exogenous changes in the price of minerals is higher in privately-owned firms. Even more important, we found that the difference in investment behavior is driven by a lower sensitivity of investments in expansion activities in the case of state-owned companies. In contrast, investments in sustaining activities are not significantly different across ownership types.

[view paper \(if available\)](#)

Who Shall Leave? The Experience of Departing Executives and Firm Discontinuous Strategic Renewal (WITHDRAWN)

Author: **Pao-Lien Chen**; National Sun Yat-Sen U.

Author: **Jinyu He**; Hong Kong U. of Science and Technology

We examined how executive departure affected a firm's discontinuous strategic renewal. We proposed that the team- and firm-specific experiences of departing executives would have contrasting effects

contingent framework that identifies CEO- (i.e., incentives of current and prospective wealth associated with stock options), firm- (i.e., performance aspiration), and external capital market-level (i.e., analysts downgrades) factors which provide the boundary conditions of the effects of CEO promotion and regulatory focus on workplace injuries. Based on a sample of S&P500 firms and their plant-level injury data during the period of 2005-2011, we find general support for these hypotheses. The results highlight the important role of CEO regulatory focus and illustrate its unforeseen consequences beyond firm strategies to affect other stakeholders' interests (i.e., employees). We discuss our contribution to strategic leadership literature as well as stakeholder literature.

[view paper \(if available\)](#)

CEO Time Focus and Corporate Investments

Author: **Ali C. Akyol**; U. of Ottawa

Author: **Atefeh Maghzi**; Department of management and marketing, The U. of Melbourne

The literature in strategy has given less attention to chief executive officers' (CEO) temporal focus as a personality characteristic and its impact on investment activities and financing. We argue CEOs' temporal focus can account for corporate investment direction and the way by which CEOs finance their investments. We have tested our hypotheses drawing on the data from 20,416 firm-year observations from 2002 to 2016. We have measured CEOs' temporal focus using computer-aided text analysis of conference calls, and firms' investment and financing activities using financial data. Our results suggest future focus CEOs are more likely to invest in research and development and to acquire firms. In addition, to lesser extent, they tend to upgrade existing plant, property, and equipment related to capital expenditure more often than past focus CEOs. Furthermore, our findings show future focus CEOs are more likely use long-term debt to finance their investments in research and development, property, plant and equipment. They are also more likely choose private placement as a mean of financing over equity issuance. These findings are in line with previous

on a firm's propensity for discontinuous renewal. In addition, such effects would vary with firms' prior experience with strategic renewal. We found support for our hypotheses in the U.S. wireless telecommunications service industry, which faced the challenge of transiting from analog to digital technology between 1991 and 1998. By implication, our study sheds some light on the practical choice of managerial reshuffle in a firm's discontinuous strategic renewal.

[view paper \(if available\)](#)

What Drives the Mismatch in CEO Value Creation and Value Capture?

Author: **Aneesh Datar**; Bocconi U.

Author: **Arnaldo Camuffo**; Bocconi U.

We examine the relationship between contribution of CEOs to value creation and their pay. Findings demonstrate that this relationship is not as aligned as predicted by traditional strategic human capital literature. We identify CEOs and firms where this relationship is misaligned and test some determinants of this misalignment. This study is among the first to directly examine the relationship between variation in managerial value creation and managerial value capture.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

research arguing that investment in such activities reflect the CEOs' intention to benefit from future opportunities and to remain competitive.

[view paper \(if available\)](#)

Love Self so Shoot High? CEO Narcissism and Firm Competitive Actions Toward Industry Leaders

Author: **Tessa Recendes**; Penn State Smeal College of Business

Author: **Wenpin Tsai**; Pennsylvania State U.

Having an inflated sense of self and wanting to have that self-view continually reinforced, narcissistic CEOs are interesting characters and can be formidable rivals in interfirm competitions. Extending prior research on CEO narcissism, we investigate how firms with narcissistic CEOs engage in competitive actions. Using videometric survey methodology on 185 Fortune 500 CEOs from the years 2000—2017, we find that narcissistic CEOs tend to take on industry leaders by entering into the leaders' markets and competing more aggressively with higher volume of actions than the leaders. We also investigate how managerial discretion may moderate the effect of CEO narcissism on aggressive competitive actions toward industry leaders and find that narcissistic CEOs' aggressive competitive actions are not constrained by certain factors that are expected to reduce managerial discretion. Our findings contribute to CEO narcissism, upper echelon, and competitive dynamics research.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Adaptation and Change: Digital Transformations (session 1703)

Measuring Artificial Intelligence Capabilities and Readiness

Author: **Simon Porcher**; Sorbonne Business School

TIM

Entrepreneurship & New Venturing: TIM Conversations - Tapping the Crowds (session 1698)

Do Timelines Matter? An Empirical Study Based on Reward-Based Crowdfunding

We construct an index of artificial intelligence (AI) capabilities and AI readiness for 80 countries. We define AI capabilities as capturing the extent to which a country has invested in AI and has endowed in human capital or skills relative to AI. For example, investments in research and development, tertiary education, the number of patents, publications and startups in AI-related fields are important features of AI capabilities. AI readiness reflects the country's readiness to adopt AI: it depends not only on capabilities but also on labor market flexibility, the quality of regulation, the density of robots in manufacturing, market and business sophistication or the implementation of open data, for example. Four countries lead the race in AI capabilities – USA, China, Japan and South Korea. China is an exception with high AI capabilities but low AI readiness. Emerging countries such as Brazil, India, Mexico, Russia and South Africa are in the middle of the distribution for both indexes. Most African, Asian and Latin American countries are not yet ready to absorb the benefits of AI.

[view paper \(if available\)](#)

Understanding the Architectural Control of Opened Complex Systems under Cooperative Standardization

Author: **Masanori Yasumoto**; Yokohama National U.
Author: **Jing-Ming Shiu**; National Cheng Kung U.
Author: **Tohru Yoshioka-Kobayashi**; U. of Tokyo

Drawing on the case of the mobile telecommunication sector, the article attempts to elucidate why and how leading firms can control opened technologies of complex systems under cooperative standardization. Different from the case of a proprietary standard by a leading firm, even leading firms can hardly control complex systems of technologies opened under cooperative standardization. Cooperative standardization and related patenting can widely cause technology spillover from leading firms to others including new entrants. However, at the same time, such spillovers are presumed to increase leading firms' control over technologies, architectural control, in the sector concerned. We conduct a longitudinal network analysis of patent citations by proprietary patents

Author: **Yinghuan Wang**; School of Business, Renmin U. of China

Author: **Baolin Wang**; School of Business, Renmin U. of China

Author: **Yan Yan**; School of Business, Renmin U. of China

This paper focuses on the effect of timelines in reward-based crowdfunding on its performance. Based on intertemporal choice theory, we adopted temporal framing as a theoretical lens and theorized and tested the effect of temporal framing set by founders in crowdfunding projects on their performance through its influence on consumer willingness to provide funds. We considered three temporal framing variables—temporal frequency, temporal vagueness, and temporal distance—which reflect the number of temporal cues, ambiguity or incompleteness of temporal cues, and the period from the end of a project to the estimated delivery time, respectively. We examined a sample of 20,604 technology reward-based crowdfunding projects on Kickstarter from 2009 to 2018, which revealed that the three variables individually and interactively influence project performance. We found that temporal frequency was positively related to project performance, whereas temporal vagueness and temporal distance were negatively related. Moreover, the interaction terms between temporal frequency and the other two temporal variables had negative impacts on project performance. These findings provide a deeper understanding of crowdfunding and reveal that temporal framing set by founders may affect the performance of crowdfunding projects.

[view paper \(if available\)](#)

Investors' Behavior in Reward Based Crowdfunding: Do Followers Actually Follow?

Author: **Gabriel Rodriguez-Garnica**; Department of Business Administration. U. Carlos III de Madrid
Author: **Maria Gutierrez**; Department of Business Administration. U. Carlos III de Madrid
Author: **Josep A. Tribo**; Stevens Institute of Technology

In reward-based crowdfunding, would-be entrepreneurs raise consumer- based finance for

(Non-SEPs) from standard essential patents (SEPs), which are declared as essential for the implementation of technology specifications to product systems. The data shows that even though the technology development and standardization become conducted more dispersively by a variety of firms, the networks of SEP citations have increasingly converged upon a few leading firms. While declaring a number of SEPs with causing technology spillovers, such leading firms have outstandingly accumulated system knowledge covering and interrelating multiple technology domains. The finding reveals that system knowledge as well as the number of patents (SEPs) helps firms nurture and preserve architectural control to drive technology development and innovation even under an open technology environment.

[view paper \(if available\)](#)

Digital Transformation in Complex Systems – Implications and Avenues for Further Research

Author: **Nicolette Lakemond**; Linköping U.

Author: **Gunnar Holmberg**; Saab AB and Linköping U.

Author: **Anders Pettersson**; Saab AB

Many complex systems increasingly include embedded digital technologies that are interacting with and constrained by physical components and systems. Although these systems play a central role in our society, they are ignored in contemporary research on digital transformation and innovation. Based on a longitudinal study of avionics development since the 1960s in the aviation industry, this paper explores the digital transformation and digital innovation in CoPS and its associated aspects. The findings emphasize the evolutionary nature of digital transformation and outlines the implications of the embeddedness of digital technologies in complex systems. These include (1) complexity emerging beyond human cognition, (2) tensions between criticality and generativity aspects, (3) multifaceted organizational designs and mirroring, (4) implications for openness with different time horizons and on different levels, e.g. related to open source and communities, and (5) integration capabilities and behaviors in the context of ecosystems (6) new conditions for

their prototypes from a crowd of small individuals or backers. This is a type of financing characterized by high informational asymmetries and sequential financing where backers (investors that provide financing) can observe the decisions of other backers before pledging their money. Such a setting allows testing the dynamics of informational cascades and herding behavior by investors in crowdfunding. This paper addresses this issue by investigating how backers make their funding decisions and to what extent they rely on the decisions made by early backers. We use a panel data from 3,923 projects crawled from Kickstarter to analyze this issue. We find evidence that followers make use of the information provided by early backers' funding decisions, but they also engage in active observational learning over the quality of the project and the entrepreneur to complement the previous information. In terms of managerial implications, our findings indicate that entrepreneurs will be more successful in project financing if they target their products to the demands of early backers, rather than to the tastes of the median consumer/backer. This strategy of focusing on early backers allows creating a positive informational cascade ending in a successful crowdfunding.

[view paper \(if available\)](#)

Two's a Company, Three's a Crowd: Contractual Compatibility Between Crowdfunding and Venture Capital

Author: **Michael Maximilian Moedl**; KU Leuven

Crowd-based means of funding are emerging as a valid novel way of providing scarce seed-finance for entrepreneurial ventures. In recent years, securities-based variants such as equity crowdfunding or initial coin offerings (ICOs) are increasingly attracting higher funding amounts than reward-based models, in particular for commercially oriented ventures. However, securities-based crowdfundings also come along with the more complex contracts, since they introduce a large set of new shareholders in the firm, possibly with voting, information and cash-flow rights. This might have implications for the ownership structure and future governance of a company, and in turn influence the evaluations by

decision making in an expanding design context. The paper contributes with important new insights and outlines several avenues for further research related to these issues.

[view paper \(if available\)](#)

Digital Innovation in Retail Platform Ecosystems: Transformation or Incremental Change

Author: **Tong HE**; Nottingham U. Business School
China

In the past few years, digital innovation has revolutionized organizational processes and outcomes in several industries. Previous studies emphasize the transformational nature of digital innovation in redefining the nature of competition and exposing incumbent industry players to a dire fate. In this paper the authors focus on the retail sector, where platform sponsors leverage digital innovation to intermediate the exchanges between buyers and sellers and orchestrate complementary innovations to make the platform ecosystem more valuable to members. This study investigates whether digital innovation in retail platform ecosystem renders established competencies of traditional intermediaries obsolete through a case study of Alibaba Lingshoutong, a business-to-business digital sourcing and distribution platform. The analysis shows the oppositional nature of digital innovation built from a transaction cost rationality and existing practices based upon social capital. This study reveals the incremental nature of digital innovation, a dimension which receives little attention thus far. Based on some preliminary empirical findings and conceptual rationale, we developed three propositions.

[view paper \(if available\)](#)

Asynchronous

PRACTICE

RESEARCH

PAPER SESSION

ASYNCHRONOUS

prospective investors. This paper is concerned with exploring potential knock-out criteria in securities-based crowdfunding contracts and to what degree they serve as a deal breaker for the investment decision of subsequent professional venture investors. Using an explorative mixed methods approach, we find empirical evidence that, e.g., an inflated capitalization table owing to crowd investors holding direct securities in a company, redemption and voting rights by the crowd, as well as the non-existence of a drag-along clause, lead venture capitalists and business angels to refrain from an investment in an otherwise attractive but such-funded start-up firm. We conclude that contractual frictions play a decisive role in whether entrepreneurs can combine crowd-based means of funding with traditional forms of venture financing. Theoretical and managerial implications are discussed.

[view paper \(if available\)](#)

The Principle of Self-Selection in Crowdsourcing Contests - Theory and Evidence

Author: **Nikolaus Franke**; WU Vienna

Author: **Kathrin Reinsberger**; WU Vienna

Author: **Philipp Topic**; Fraunhofer IPA

Self-selection has been portrayed to be one of the core reasons for the stunning success of crowdsourcing. It is widely believed that among the mass of potential problem solvers particularly those individuals decide to participate who have the best problem-solving capabilities with regard to the problem at question. Extant research assumes that this self-selection effect is beneficial based on the premise that self-selecting individuals know more about their capabilities and knowledge than the publisher of the task - which frees the organization from costly and error-prone active search. However, the effectiveness of this core principle has hardly been analyzed, probably because it is extremely difficult to investigate characteristics of those individuals who self-select out. In a unique research design in which we overcome these difficulties by combining behavioral data from a real crowdsourcing contest with data from a survey and archival data, we find that self-selection is actually working in the right direction. Those with

particularly strong problem-solving capabilities tend to self-select into the contest and those with low capabilities tend to self-select out. However, this self-selection effect is much weaker than assumed and thus much potential is being lost. This suggests that much more attention needs to be paid to the early stages of crowdsourcing contests and particularly to those the hitherto almost completely overlooked individuals who could provide great solutions but self-select out.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

IP Strategy: Intellectual Property and Collaboration (session 1699)

Opportunistic Litigation and Spillover Effects on Strategic Alliance Partners

Author: **Miryam Martin**; U. of the Balearic Islands

Author: **Abel Lucena**; U. of the Balearic Islands

Intellectual property literature has identified the detrimental effects of opportunistic litigation on accused companies. However, the extant literature has overlooked the potential negative consequences on other actors not directly involved in litigation. We fill this gap by examining whether the allegations of patent infringement against one party in an alliance triggers negative spillover effects on the non-accused partners. Intellectual property literature has identified the detrimental effects of opportunistic litigation on accused companies. However, the extant literature has overlooked the potential negative consequences on other actors not directly involved in litigation. We fill this gap by examining whether the allegations of patent infringement against one party in an alliance triggers negative spillover effects on the non-accused partners. Drawing on unique data on opportunistic litigation, alliances, patents, and financial information, we provide evidence of the heterogeneity of the spillover effects. Our empirical results determine that as technological overlap among partners increases, the non-accused firms experience greater

TIM

IP Strategy: TIM Conversations - Examiners and Patent Quality (session 1700)

Prevalence of Weak Patents in the United States and its Consequence for Invention

Author: **Seokbeom Kwon**; U. of Tokyo

Enhancing patent quality is a continuing agenda in the patent policy domain for the concern that a patent with questionable validity (i.e., weak patents) distorts incentives for innovation. This study examines whether issuing a weak patent discourages the patent owner's subsequent inventions and patent maintenance for the uncertainty in the validity of the patent claims. To this end, we propose a method of identifying weak patents. Our method reveals that about 13% of US patents filed from 2001 to 2010 are weak patents. Our multivariate regression analysis finds evidence showing that patent owners develop more subsequent inventions for a weak patent than they do for a non-weak patent. Additional analysis on the patent renewal finds that a weak patent is more or evenly likely to be maintained than a non-weak patent is. These findings indicate that the current patent system lacks the capability of eliminating weak patents ex-post. The concept of patent portfolio and the exclusionary nature of patents explain these findings. Implications for patent policymakers and firms are discussed.

market discounts if the alliance is horizontal. Likewise, R&D alliances and more complex lawsuits are also factors that impact negatively on the stockholders' perceptions of the non-accused partner firm.

[view paper \(if available\)](#)

Coopetition and Product Innovation: The Role of Intellectual Property Protection

Author: **Nina Karthaus**; Maastricht U., School of Business & Economics

Author: **Paul Huenermund**; Maastricht U.

Author: **Boris Lokshin**; Maastricht U., School of Business & Economics

We study how firms' engagement in collaboration with competitors (coopetition) affects their innovation outcomes and investigates the role of protection of intellectual property (IP) within this relationship. As prior research provides mixed results, we consider product innovation in general, and distinguish between new-to-the-firm (incremental) and new-to-the-market (radical) innovation. Moreover, we differentiate between formal IP protection mechanisms (patents, industrial designs, trademarks, copyrights) and informal ones (secrecy, complexity, lead-time). Using an ordinary least squares (OLS) approach, we analyze three samples (one per type of innovation). Each sample consists of around 7,500 German innovating firms from various industries over the years 2001, 2005, 2011 and 2013. The findings reveal that coopetition is beneficial for innovation in general and incremental innovation, while it does not directly affect radical innovation. Moreover, we find that coopetitors aiming at innovation in general or radical innovation benefit from making use of formal IP. Informal mechanisms on the other hand negatively impact those innovation outcomes. Coopetition for incremental innovation does not seem to require any IP protection. This study contributes to extant literature by advancing our understanding of the notion of coopetition and its meaning for firms' innovation.

[view paper \(if available\)](#)

[view paper \(if available\)](#)

Examiner Added Citations and the Validity of US Patent Data in Studying EMNC Knowledge Flows

Author: **Feng Zhang**; Pennsylvania State U. Abington

Author: **Guohua Jiang**; West Chester U.

Patent and citation data have contributed significantly to advancing our understanding of contemporary MNCs with geographically dispersed competence-creating subsidiaries. Whereas multinationals from emerging economies (EMNCs) have recently started and accelerated strategic asset seeking foreign direct investments abroad, empirical analyses of EMNCs have been a challenge because of the absence of systematic and consistent data. This study focuses on the impacts of patent examiner added citations on the validity of patent citations in measuring EMNC subsidiary knowledge inflows. The US patents of leading innovation-oriented EMNCs from China and India between 2002 and 2014 are analyzed, with a benchmark group of their major competitors from mature industrialized countries. We find that the values of subsidiary knowledge inflow variables in the current study are not significantly distorted by examiner added citations, and that the subsidiary knowledge inflow variables of EMNCs and their counterparts from mature industrialized countries are not differently impacted by examiner added citations. This study offers the validity evidence of employing the US patent and citation data to study EMNCs, contributing to a solution addressing the issue of lacking longitudinal and systematic data in studying EMNCs. The results also contribute to patent economics literature in general by testing the impacts of examiner added citations on citation measures of knowledge flows.

[view paper \(if available\)](#)

Strategic Citations to Prior Innovations: Can Firms Avoid Tough Evaluators? (WITHDRAWN)

Author: **Benjamin Barber Iv**; IE Business School

Author: **Luis Diestre**; IE Business School

Prior work shows that evaluators of scientific and technological innovation exhibit systematic biases,

Product Market Performance and Openness: The Moderating Role of Customer Heterogeneity

Author: **Do Yoon Kim**; Boston College

Increasingly, a firm's ability to create value depends on its ability to achieve alignment with its ecosystem of suppliers and complementors. In such contexts, a firm's strategy may encompass "opening" some parts of their intellectual property (IP) to facilitate innovation, capturing value from other proprietary assets. Alternatively, I propose an information imperfections view of openness and complement innovations. I hypothesize complement innovations attract users with greater absorptive capacity. These users reduce uncertainty for other customers, affecting purchasing decisions. The strategic implications of openness thus depend on the existing levels of information imperfections: products in markets with high levels information imperfections benefit from openness, while products in markets with low levels of imperfections do not. I test these hypotheses on a unique dataset of wireless routers, complement innovations (open source custom firmware), and product reviews. I utilize an exogenous shock to complement innovations from several exogenous "reverse engineering" events. I find that the availability of complement innovations increases review ratings by 0.67 stars. I find a strong sorting effect: customers who are more likely to use the custom firmware are more likely to leave reviews and leave more positive reviews. I find evidence of a strong information effect as well: these users provide longer and more helpful reviews, especially in enterprise router markets with greater levels of information imperfections. Consistent with the information imperfections framework, I find that complement innovations were more beneficial for enterprise router products than for consumer routers.

view paper (if available)

Closed, Semi-Open, or Fully-Open? Towards an Intellectual Property Strategy Typology

Author: **Pratheeba Vimalnath**; U. of Cambridge

Author: **Frank Tietze**; U. of Cambridge Department of Engineering

Author: **Elisabeth Eppinger**; professor

Author: **Jan Sternkopf**; Campana & Schott

making certain evaluators "tougher" than others. In this paper we explore whether applicants try to avoid these tough evaluators. Looking into the USPTO evaluation of patent applications, we propose that firms strategically omit citations to prior art in their applications as a way to avoid tough patent examiners. We show examiners are 279% to 316% more likely to be assigned to review an application if the applicant cites the examiner's prior reviews. In addition, we show specialist patent examiners are 4% to 12% more likely to reject patent applications than non-specialist patent examiners. Consequently, we find applicants are 29% to 45% more likely to omit citations of patents reviewed by specialists. Furthermore, we show that firms with more familiarity with the USPTO's system are more likely to strategically omit citations to specialists. Overall, we show how applicants strategically omit information to take advantage of the latent biases and heuristics in evaluation systems.

view paper (if available)

The Track One Pilot Program: Who Benefits from Prioritized Patent Examination?

Author: **Mike Horia Teodorescu**; Boston College

Author: **Jeffrey M. Kuhn**; U. of North Carolina, Chapel Hill

The America Invents Act reformed the US patent system in many ways, including by introducing the Track One pilot program allowing an applicant to accelerate patent examination for a fee. Through a unique dataset and textual analysis, we investigate the determinants and consequences of accelerated examination. We find that that small, young firms with limited patent portfolios are the most likely to pay for faster patent examination. Our results shed light on the strategic implications of the patent system for entrepreneurs, as well as on the impact of recent patent policy changes on firm decisions and outcomes.

view paper (if available)

Asynchronous

RESEARCH

ASYNCHRONOUS

PAPER SESSION

The body of literature addressing different types of intellectual property (IP) strategies is large but fragmented. This paper develops an IP strategy typology from a sharing perspective and applies across formal and informal IP assets. The typology is based on four dimensions: (i) degree of openness, (ii) IP ownership rights concentration, (iii) access and (iv) commercial usage rights. We follow a multi-dimensional, theoretical approach integrating the literature on IP management, (open) innovation, licensing, physical property rights theory and economic goods. Along the degree of openness, the proposed typology distinguishes four IP strategy types with sub-types existing for each of them: private IP, club IP, common IP, and public IP strategies. The proposed types are described using case examples. We further discuss that actors not necessarily adopt one, but multiple IP strategies either sequentially adjusting their strategy over time along lifecycles ('evolutionary' model) or employ multiple IP strategies in parallel at the same time, e.g. with different actors in their ecosystem ('co-existence' model). An IP typology of this kind contributes towards the ontology and theory of the firm-level IP literature. It thus provides a structured framework to aid future studies on the role of IP strategies for business, economic and societal growth.

[view paper \(if available\)](#)

Asynchronous

RESEARCH

PAPER SESSION

ASYNCHRONOUS

TIM

Open Innovation: Value Creation and Governance in Open Innovation (session 1704)

The Mediating Role of Value Capture – Investigating Determinants of Social Capital on OI Platforms

Author: Anja Leckel; RWTH Aachen U.

In this study, we draw on social capital theory to

TIM

Organizational Innovation (session 1701)

From Pipeline to Platform: Managing Risks of Openness in an Emerging Industrial Ecosystem

Author: Marc Van Dyck; RWTH Aachen U.

Author: Dirk Luettgens; RWTH Aachen U.

Author: Kathleen Diener; RWTH Aachen U.

Author: Patrick Pollok; RWTH Aachen U.

With the rise of Industry 4.0, manufacturing

address the challenge of open innovation (OI) platforms to establish sustained knowledge exchange between platform participants by overcoming the fear of being exploited and the inherent lack of trust in a rather anonymous setting. Social capital theory provides a comprehensive framework for examining the nature of social connections through its focus on both structural networks and interpersonal relationships. Prior research has recognized that social capital is an essential stock variable to activate and maintain knowledge exchange between participants of a network – however, this construct is not yet established in the context of OI platforms. Results of an empirical study of 61 OI platforms show that a high level of decentralized control among seekers, solvers and the intermediary is positively related to social capital and that this effect is mediated by securing value capture for the crowd. The results suggest that it is crucial to (re-)design OI platforms in terms of decentralizing control during joint value creation, i.e. sharing power among stakeholder groups, while securing value capture in order to build social capital in a digital collaboration context.

[view paper \(if available\)](#)

Co-Creation in the Shadow of the Organization: A Comparison of Internal and External Crowds

Author: **Lisa Wimbauer**; U. of Passau

Author: **Fabian Hans**; U. of Passau

Author: **Patrick Figge**; U. of Passau

Author: **Carolin Haeussler**; U. of Passau

Crowdsourcing is increasingly gaining popularity to leverage the crowd's potential to develop ideas further through collaboration between crowd members, i.e. through co-creation. Although co-creation patterns are expected to vary, depending on whether a crowd is located within or outside an organization, research lacks insights into how the co-creation behavior within internal and external crowds differs. In contrast to external crowds, we argue that internal crowd members anticipate the consequences of their commitment for the organizational environment in their decision to co-create. We define this behavior as co-creation in the shadow of the organization. Using a unique dataset from two identically designed contests, conducted

ecosystems are undergoing a fundamental transformation. Machinery manufacturers attempt to transition from pipeline to platform business models, hoping for new profit opportunities and establishing themselves as the new ecosystem leader. While literature suggests using openness to achieve competitive advantage, we observe firms following tight coupling strategies. This paper analyzes how firms can successfully transition their business model by employing openness. To answer this question, we conduct a longitudinal ecosystem study in the agricultural industry. We explore an incumbent machinery company trying to position itself as the ecosystem leader by establishing a platform business model. Our findings show that openness leads to risks due to interdependencies in the ecosystem. As a result, the focal company's abilities to create network effects and to capture value from these are affected. We argue that the right configuration of control points can help to reduce or eliminate these risks. Subsequently, we show three transition journeys based on a combination of control points enabling a company to go from a pipeline to a platform business model, thereby positioning itself as the ecosystem leader.

[view paper \(if available\)](#)

Get Your Ducks in a Row: Serial Acquisition Strategies and Market Response (WITHDRAWN)

Author: **Menno Huisman**; Faculty of Economics and Business, U. of Groningen

Author: **Killian J. McCarthy**; U. of Groningen

Author: **Hendrik Leeendert Aalbers**; Radboud U. Nijmegen

Acquisitions are key to innovation in high-tech industries, yet markets see the acquisitions of serial acquirers more negatively than less frequent acquirers. Drawing on signaling theory this study investigates the effect of shifting acquisition behavior for serial acquirers as they select between exploitative and explorative targets. Considering configurational choice for a firm's serial acquisition portfolio relative to market appreciation, we test our hypotheses by investigating 204 serial acquirers, performing 1415 innovation oriented acquisitions of which the strategic intent backing the acquisition was identified. We find evidence consistent that exploration and exploitation oriented acquisitions

separately with an internal and an external crowd, our study aims to compare how members of these crowds initiate co-creation. Our results show that internal and external crowd members indeed differ in their co-creation behavior. As suggested, internal crowd members are less likely to form a team, take more time to coordinate their activities, but provide more often constructive feedback than external crowd members. We find that these different co-creation behaviors are strengthened the more uncertainty is associated with the proposed ideas. These results advance our understanding of the co-creation mechanism in general and contribute to the growing research on co-creation in crowds specifically. Since our study is one of the first providing empirical insights on behavioral differences between internal and external crowds, we add to the emerging debate on the advantages and disadvantages of these crowd types for co-creation.

view paper (if available)

Crossing Firm Boundaries: How Boundary Spanners Search Over Time and Across Organizational Contexts

Designated as a "Best Paper" for TIM
Author: **Ann-Kristin Zobel**; U. of St.Gallen
Author: **Stephen Comello**; Stanford Graduate School of Business
Author: **Lukas Falcke**; U. of St. Gallen

The success of open innovation depends on the individuals that stand at the interface of the firm and its external partners. These boundary spanners need to cultivate external search processes by searching broadly and deeply across knowledge sources, as well as transfer ideas and knowledge from external sources to their home organizations. While prior work has generated important insights into the performance implications of external search breadth, this research has remained largely cross-sectional in nature and we have limited insights into the temporal dynamics of external search openness. This study adopts a temporal perspective and makes three contributions to the literature on individual-level openness. First, we identify search trajectories and systematically analyze to what extent both external search breadth and depth can

should be balanced in order to sustain firm performance. More specifically, results show that investors are reacting positively on an exploratory acquisition after a more exploitative strategy, compared to a switch towards exploitative innovation through the focal M&A. Insights provide for a better understanding of market signaling in the context of innovation driven serial acquisitions.

view paper (if available)

The Differential Effects of a Firm's Innovation Intent on Innovation Effort and Outcome

Author: **Shufeng Xiao**; Peking U.
Author: **Ting Xiao**; Peking U.

There exists discrepancy in how we should decipher a firm's voluntarily disclosed information as it pertains to both its effort and outcome. Drawing on signaling theory, we argue that voluntarily disclosed relative (explorative over exploitative) innovation intent, defined as a firm's disclosed plans to conduct more explorative innovations over exploitative innovations, may help us predict a firm's relative innovation effort which can be controlled internally by the firm, but may not be effective in predicting its relative explorative innovation outcome which is far more uncertain. Using a sample of publicly listed firms in China, we find a positive relationship between a firm's relative innovation intent and its innovation effort, and a negative relationship between such intent and its patented innovation outcome. Moreover, we explore boundary conditions of signaling theory by examining contingencies of industry dynamism and munificence. The results show that industry munificence strengthens the relationships between relative innovation intent and both relative innovation effort and outcome, whereas industry dynamism weakens both.

view paper (if available)

The Role of Open Innovation in Implementing Corporate Social Responsibility (WITHDRAWN)

Author: **Christine Chou**; National Dong Hwa U.
Author: **Kuo-Pin Yang**; National Dong Hwa U.

Increasingly more companies have taken up

be explained by differences within individuals (over time) versus differences between individuals (that are constant across time). Second, adopting an attention-based view we investigate the influence of organizational context and context changes on individual-level search trajectories. And third, we provide some first insights into how external search trajectories relate to the amount of knowledge transferred from external sources to the home organization.

[view paper \(if available\)](#)

Exploring Open Innovation and Digitalization in Services

Author: **Isaac Lemus Aguilar**; SPRU U. of Sussex UK

This study investigates the interlink between open innovation (OI) and digitalization in the service industry, particularly in consulting firms. OI is an emerging theory that has not been fully explored in the service industry. Consulting firms are example of knowledge-intensive business services and professional service firms, which are firms locating, developing, combining and applying various types of knowledge to solve the problems of their clients, which makes them an ideal sample to understand how the open innovation process is implemented. We have conducted 15 case studies in both Management and IT consulting firms in Spain and Italy interviewing people responsible of the innovation management process. The evidence suggests a new role for consulting firms in the open innovation process, the creation and coordination of innovation ecosystems and digitalization as a main driver for innovation. Implications for academics, managers and policy makers as well as an agenda for future research is also provided.

[view paper \(if available\)](#)

Asynchronous

[RESEARCH](#) [PAPER SESSION](#) [ASYNCHRONOUS](#)

corporate social responsibility (CSR) to help solve societal grant challenges, and open innovation (OI) has been regarded as a feasible solution to these challenges. Since OI comprises various forms, how to choose an appropriate form to address CSR issues and simultaneously maintain a controllable level of knowledge sharing is an important issue. This study examines the question of how firms match their CSR problems to OI governance choices. We collected data from 587 publicly listed electronics firms for the period between 2012 and 2017. Our results show a match between CSR types and OI forms for superior performance. Specifically, the match indicates the following two distinct paths to achieve positive performance: the markets form of OI exclusively bridges responsive CSR and performance, while the partnerships form of OI otherwise links strategic CSR to performance. This paper contributes to the literature by identifying the importance of OI governance forms in the CSR engagement-performance link. Theoretical and practical implications are also provided.

[view paper \(if available\)](#)

Asynchronous

[ASYNCHRONOUS](#) [PAPER SESSION](#) [PRACTICE](#) [RESEARCH](#)

TIM

Organizational Innovation: TIM Conversations - Ownership,

TIM

Technology & Society (session 1705)

Financial Markets, and Innovation (session 1702)

The Relationship Between Institutional Ownership and Corporate Innovation: A Meta-Analysis

Author: **Sergio Canavati**; Sonoma State U.

Author: **Jong-Min Oh**; Sungkyunkwan U.

Author: **Dirk Libaers**; U. of South Florida

Author: **Tang Wang**; U. of Central Florida

Institutional investors have become the largest ownership group of public equity in the US and worldwide. Despite the relevance of institutional ownership for corporate innovation and the vast literature on this relationship, the dominant theoretical frameworks provide conflicting predictions about this relationship. Empirical studies of the relationship between institutional ownership and corporate innovation have also found conflicting results. Beyond conflicting empirical results, the failure of empirical studies to inform the theoretical frameworks on this crucial relationship has impeded the progress of this literature. This paper proposes a process model of the relationship between institutional ownership and corporate innovation that differentiates between innovation inputs and innovation outputs and tests direct, indirect, and total effects using a meta-analytic mediated model. Grounded in the agency theory of free cash flow perspective and incorporating developments on portfolio effects from cognitive limitations, our model sheds light on how distinct groups of institutional owners monitor the corporate innovation process. Our conceptual model and empirical results have important implications for theory, managerial practice, and policy.

[view paper \(if available\)](#)

Financial Markets and Corporate Science: Evidence from Exogenous Changes in Analyst Coverage

Author: **Stefano Horst Baruffaldi**; U. of Bath

Author: **Markus Simeth**; Copenhagen Business School

Author: **David Wehrheim**; IESE Business School

This paper examines the relationship between financial markets and firms' R&D activities.

An Abductive Examination of the Geographic Patterns of Green Technologies

Author: **Kerrigan Marie Machado Unter**; George Washington U.

Author: **Jorge Rivera**; George Washington U.

Research indicates that green knowledge can be distinctly different from nongreen knowledge. However, while there is extensive research on the agglomeration of knowledge, the research on the agglomeration of green knowledge is much more limited, and it is unclear whether green technologies will be more or less geographically concentrated than nongreen technologies. This paper focuses on exploring how the geographic patterns of green technologies differ from the geographic patterns of nongreen technologies. Utilizing US patent data in an abductive study with GIS software and geospatial statistical techniques, we found the following: 1) geospatial patterns of green and nongreen technologies are different, 2) green technologies are more geographically concentrated than nongreen technologies, and 3) geographic concentrations of green technologies consist of higher quality technologies. We then outline how these findings contribute to our understanding of green knowledge spillovers and institutional pressures for developing green technologies.

[view paper \(if available\)](#)

Affordable and Cutting Edge Innovation: Is Phronesis the Answer?

Author: **Nimruji Jammulamadaka**; Indian Institute of Management, Calcutta

Within innovation, systems based literatures focus on pursuit of cutting edge innovation and its impact on growth. They however do not closely examine resource scarce developing country contexts. Social innovation literature focused on such resource scarce contexts argues against cutting edge innovation instead advocating for affordability and access. As such for developing country practitioners, these schools of thought set up an impossible trade-off between affordability and cutting edge innovation. This paper through a study of three innovations in the medical field, proposes phronetic innovation as the mechanism to resolve the trade-

Specifically, we investigate the role of financial analysts for firms' propensity to engage in corporate science, i.e. the production and dissemination of scientific knowledge. While basic and applied research may enable firms to generate significant private returns, doing research is an inherently risky activity. Therefore, it remains ambiguous how financial market participants perceive and possibly influence firm strategies related to corporate science. Our econometric analysis relies on exogenous decreases in analyst coverage for US publicly listed firms caused by broker house closures and mergers. We provide evidence that reduced analyst coverage increases scientific publication outputs, whereas inventive outcomes decrease or stagnate, and R&D expenditures remain mostly unchanged. At the same time, we find a positive association between corporate science and firm performance indicators. These results are consistent with the view that analysts may encourage firms to engage in myopic behavior at the expense of long-run performance.

[view paper \(if available\)](#)

Exploration Versus Exploitation in Emerging Economies: The Role of State Ownership

Author: **Yudi Hou**; School of Economics & Management, Tongji U.

Author: **Yuchen Zhang**; Yuchen zhang Tongji

Author: **Shenghui Wang**; Tongji U.

Author: **Xue Wan**; Tongji U.

Author: **Kaicheng Liao**; Tongji U.

State ownership plays an important role in affecting firms' innovation behavior in emerging economies. We theorize that state ownership may promote exploitative innovation but hinder exploratory innovation due to the principal-agent conflict. Furthermore, we propose that managers' political ties with local government may help the firm to address this conflict and obtain preferential treatment for exploration. We examine our hypotheses about state ownership, managers' political ties and ambidextrous innovation using empirical evidence from 122 emerging economies. Our research demonstrates that state ownership can make the firm engage in different types of innovation and we discuss the implications of our

off. Phronesis through its value driven situated action, redefines problems, resources, opportunities and constraints and enables innovators to raise beyond the scarcities they face in their situations.

[view paper \(if available\)](#)

E-Government as Enabler of Good Governance via Corruption Control: Influence of Political Regimes

Designated as a "Best Paper" for TIM

Author: **Prakrit Silal**; Doctoral Student at IIM Calcutta

Author: **DEBASHIS SAHA**; Indian Institute of Management Calcutta

Good Governance, due to its close association with some of the Sustainable Development Goals (SDGs) concerning poverty, good health, well-being, inequalities, strong institutions, and economic growth, has the potential to solve some of the global challenges confronting humankind. However, attaining Good Governance continues to remain a challenge across countries. Acknowledging corruption as one of the major barriers to Good Governance, we explore the role of E- Government in controlling corruption and subsequently enabling Good Governance. Drawing from agency theory, rent-seeking theory, and institutional theory, we conceptualize the linkages in the E- Government-Corruption Control-Good Governance relationship. We further explore the influence of political regimes on the relationship between E-Government and Good Governance. Relying on political elasticity theory, we draw a link between the four political regimes and E-Government-Good Governance relationship. Using archival data spanning 153 countries, we first empirically demonstrate that E-Government is an enabler of Good Governance. Then, we show that although hybrid regime fails in utilizing E-Government towards achieving Good governance, interestingly authoritarian regimes are quite effective in using E-Government for Good Governance, while being purposefully selective in their approach. Based on our findings, we propose two frameworks to guide policy-makers in using E-Government for Good Governance attainment.

[view paper \(if available\)](#)

findings on state ownership and ambidextrous innovation.

[view paper \(if available\)](#)

Does Stock Liquidity Kill Innovation Investment? Evidence from Chinese Listed Firms

Author: **Benlu Hai**; Henan Normal U.

Author: **Junxiao Yang**; Henan Normal U.

Author: **Ximing Yin**; School of Economics and Management Tsinghua U.

Stock liquidity is one crucial financial consideration for investors, which will inevitably affect the equity financing of innovation activities. It is urgent and necessary to investigate the role of stock liquidity on innovation behaviors. Employing the panel datasets that cover 5920 private manufacturing firms listed in China during 2013-2018, we empirically study the impact of stock liquidity on firm innovation investment. Results show that there is a significant inverted U-shaped relationship between stock liquidity and innovation investment, indicating that stock liquidity is a double-edged sword regarding firm innovation. Specifically, the increase of stock liquidity will reduce the cost of stock transactions and attract major shareholders, while active monitoring of major shareholders will promote firm innovation. However, excessive liquidity will increase the pressure on firms to be takeovers, which will lead to short-sighted behavior of firm executives to reduce their investment in long-term innovation activities. Therefore, maintaining moderate stock liquidity could drive firm's innovation, and the excessive stock liquidity could hurt firm's innovation. By bridging the financial market research with firm innovation literature, this study generates crucial empirical evidence for technology innovation management theory and practice.

[view paper \(if available\)](#)

Asynchronous

RESEARCH PAPER SESSION ASYNCHRONOUS

ENT

The Social Value of a Ridesharing Platform: The Case of Uber

Author: **Yongwook Paik**; KAIST College of Business

Author: **Christos Makridis**; MIT Sloan School of Management

Ridesharing has become ubiquitous throughout the United States and a host of academic studies and policy debates pertaining to ridesharing have proliferated to better understand its welfare implications. However, the overall social value of a ridesharing platform is still unclear because prior literature focuses only on the supply-side (i.e., drivers) or the demand-side (i.e., passengers) of the platform when analyzing its welfare effects without taking into account non-users of the digital platform. In this study, we quantify the social value of a ridesharing platform using a hedonic pricing model by exploiting quasi-experimental variation in the staggered entry of UberX into different metropolitan areas between 2010 and 2016. We find that the entry of UberX into a metropolitan area leads to a 2.9% rise in median housing prices per square feet. A back-of-the-envelope calculation suggests that the entry of UberX is associated with a welfare gain of over \$795 million. We also find substantial heterogeneity across geographic locations. Markets with more educated people and with greater dependence on public transportation benefit particularly more after Uber's entry, while markets with higher vehicle ownership benefit notably less.

[view paper \(if available\)](#)

Asynchronous

THEME RESEARCH PAPER SESSION ASYNCHRONOUS

ENT

Diversity, Gender, and Ethnicity 4 (session 1633)

Is the Gender Gap in Venture Funding Driven by Biased Investors?

Author: **Manar S. Alnamlah**; Copenhagen Business School, Al Imam Mohammad Ibn Saud Islamic U. (IMSIU)

Gender disparity in entrepreneurship and venture capital funding has been documented in many economies across the world. This study aims to unfold whether gender disparity in venture capital funding is driven by discrimination. We conduct a randomized lab-in-the-field experiment in the UK and Europe and examine the behavior of venture capital investors towards female entrepreneurs during the screening stage of funding proposals. We find that male investors display no differential treatment or bias (taste-based discrimination and miscalibrated beliefs) against females. On the contrary, we find evidence of bias among female investors, where they positively discriminate in favor of their own gender. The study findings indicate that female entrepreneurs are not at a disadvantage when evaluated by male investors. Thus, the gender disparity in venture funding is not driven by biased male investors. The findings also suggest that increasing the number of female investors in the venture capital industry would increase females' share of the capital invested and positively contribute to closing the gap.

[view paper \(if available\)](#)

Gender and Mentorship in Entrepreneurship

Author: **Chuan Chen**; U. of Wisconsin, Madison
Author: **Barton Hamilton**; Washington U. in St. Louis
Author: **Prasanthi Ramakrishnan**; Washington U. in St. Louis

Women face significant barriers to entrepreneurship, primarily in raising money, with females founders raising only 2.4 percent of the total venture capital (VC) funding invested in 2018. With this gender gap in startup funding, we seek to answer the question: what is the role informal mentoring can play in bridging this gender gap in entrepreneurship? We focus on two types of roles a mentor can play - through career development and

Ecosystem 2 (session 1635)

Widening the Borders of the Entrepreneurial Ecosystem Through International Lenses

Author: **Christina Theodoraki**; Toulouse Business School

Author: **Alexis Catanzaro**; U. of Saint-Etienne

This paper examines the entrepreneurial ecosystem configuration and proposes an original modeling through the implementation of the international perspective. Specifically, we combine two theoretical streams: the entrepreneurial ecosystem and the international support. We conducted an exploratory study with 20 French international support actors, both public and private. They adopt a glo-cal perspective combining adaptation to local specificities and global integration. Our results provide a structuring of the literature on the entrepreneurial ecosystem and a glo-cal modeling using the international perspective. We then provide useful highlights for theory and practice, especially for decision-makers and support organizations.

[view paper \(if available\)](#)

Adopting 'Place': How an Entrepreneurial Sense of Belonging Can Help Revitalize Communities

Author: **George Redhead**; U. of East Anglia (UEA)

Author: **Zografia Bika**; U. of East Anglia (UEA)

Entrepreneurial activities are strongly influenced by the context in which they occur. It is therefore important to understand the differentiated ways in which this can happen and what the impacts of this are. Whilst there have long been calls to increase research regarding entrepreneurship and context, to date we have seen few significant advances. This paper attempts to address this gap in the literature from the findings of a qualitative case study in Great Yarmouth, a depleted community on the coast of East Anglia, in England. We found that longer years of residence in place need not determine the strength of attachment and entrepreneurial engagement with place; instead, it was in-migrant, rather than locally 'born and bred', entrepreneurs who were willing to 'adopt' the context rather than bridge it by caring for it and engaging in socio-

by acting as a role model. Using data from the Global Entrepreneurship Research Network (GERN), we estimate the relative value of a match using Fox (2018) model and find that the Female-Female (where both mentor and founder are female) matches benefit more from the role-model aspect of the mentor-founder relationship, compared to Male-Male (where both the mentor and founder are male) matches. We also find that amongst all matches, Male-Male matches have the highest probability of receiving high funding, indicating that these founders gain more from the career development aspect.

[view paper \(if available\)](#)

Labour Market Changes in the Digital Era: UK Women and the Shift to Part-Time Self-Employment (WITHDRAWN)

Author: **Angela Martinez Dy**; Loughborough U.

Author: **Dilani Jayawarna**; U. of Liverpool

Author: **Susan Marlow**; U. of Birmingham, U.K

Existing research often obscures women's self-employment activity by considering the self-employed as a homogenous group. This paper sheds light upon the conditions under which UK women create and do business in the contemporary digital era by investigating surprisingly dissimilar patterns of self-employment participation for women and men. In particular, it focuses upon dramatic growth in the category of home-based, flexible self-employment, in which women's participation features highly. Using Office for National Statistics Labour Force Survey data, we use probit modelling techniques to explore employment modes, self-employment types, and work arrangements amongst different groups. We find that whilst the overall rate of self-employment in the UK is growing, women as a cohort are responsible for such growth. Rates of male and White British self-employment are falling, and part-time activity, particularly amongst BME women, is driving the overall increase. We explain these shifts by considering the persistent effects of gender and race structures on economic opportunities, and explore the implications of our findings for issues of policy and sustainability. The paper thus provides a theoretical and empirical foundation from which to examine how and why women's self-employment

economic practices towards the benefit of the community. Our middle-range theoretical contribution 'the entrepreneurial adoption of place' provides a non-binary mechanism of understanding entrepreneurial engagement with deprived places and enables a more integrated context-mechanism-outcome framework for researching everyday entrepreneurship in different contexts.

[view paper \(if available\)](#)

Religion as Part of Entrepreneurial Ecosystem: The Catholic Church and Social Enterprises in Brazil

Author: **Maria Paola Ometto**; California State U., San Marcos

In this paper I analyze how religion impacts social entrepreneurship. Drawing on a qualitative study using a field-analytic approach, I study the role of the Catholic Church in assisting in the creation of solidarity economy enterprises. My findings demonstrate that religion is important due to infrastructure and emotional reasons. I explain how I contribute to the literature on entrepreneurship and social enterprises.

[view paper \(if available\)](#)

The Role of Hybrid Companies in Local Entrepreneurial Ecosystems: Complements or Competitors?

Author: **Michael V. Russo**; U. of Oregon

Author: **Andrew Earle**; U. of New Hampshire

Author: **Brooke A. Lahneman**; Beedie School of Business Simon Fraser U.

Author: **Suzanne Gladys Tilleman**; U. of Montana

Using the organizational ecosystem perspective, we investigate relationships between hybrid companies, mainstream for-profit firms, and nonprofit organizations within a geographically-bounded ecosystem, and how these relationships are influenced by local contextual factors. We analyze panel data from 264 US Metropolitan Statistical Areas across 16 years. We find that hybrid companies tend to be positively related to the presence of nonprofit organizations in an

activity in the digital era underpins an emergent structural shift in the UK labour market.

[view paper \(if available\)](#)

Entrepreneurial Intention and Gender: The Role of Psychopathy in Overcoming Gender Role Expectations

Author: **Joshua Victor White**; U. of Alabama, Tuscaloosa

Author: **Louis Marino**; U. of Alabama

This study examines the moderating effect of psychopathy on the relationship between gender and entrepreneurial intentions. Psychopathy is an antisocial personality trait that enables individuals to overcome social norms associated with gender and work roles. We employ role-congruity theory and a two-study approach with distinct samples in two countries, the United States and Russia, to test whether non-institutionalized levels of psychopathy increase intentions across both genders. Findings from both studies support our hypotheses that gender differentially influences entrepreneurial intentions, with men reporting higher entrepreneurial intentions than women. However, we find that psychopathy moderates this relationship, but more so in women. We offer future research directions and practical implications regarding the role of dark traits on promoting entrepreneurial intentions and activities.

[view paper \(if available\)](#)

Asynchronous

ASYNCHRONOUS

PAPER SESSION

ecosystem, whereas the interaction between entrepreneurial activity and nonprofit organizations elicits fewer hybrids. We conclude that the role of hybrid companies in local entrepreneurial ecosystems is nuanced and differentiated from that of mainstream for-profit firms or nonprofit organizations.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Growth (session 1638)

Resource Combination Activities and New Venture Growth: The Role of Entrepreneurs' Characteristics

Author: **Te Yang**; Xi'an Jiaotong U.

Author: **Karen D. Hughes**; U. of Alberta

Author: **Wenhong Zhao**; Xi'an Jiaotong U.

ENT

Macro Influences on Entrepreneurship (session 1636)

National Culture and its Impact on Entrepreneurial Teams: A Gendered Perspective

Author: **Susana Correia Santos**; Rowan U.; ISCTE-IUL

Author: **Xaver Neumeier**; U. of North Carolina, Wilmington

Conducting resource combination activities can help new ventures act resourcefully and spark firm growth. Drawing on the effectuation theory and the theory of the growth of the firm, this study introduces entrepreneurs' decision-making logic as the mediators to address the question of how this logic guides firm-level resource activities and benefits new venture growth. It will thus explore the mechanism of resource combination activities and new venture growth. Based on the dataset of 250 new ventures in China, this study finds that effectuation plays a positive mediated role in the relationship between resource combination activities and new venture growth, while causation plays a negative mediated role. Furthermore, results also show that entrepreneurs' characteristics affect the mediated effect of causation and effectuation. Specifically, female and/or older entrepreneurs enhance the positive effect of effectuation, while male and/or younger entrepreneurs weaken the negative effect of causation.

[view paper \(if available\)](#)

Scaling Capabilities: How Entrepreneurial Firms Use Scaffolding to Enable Rapid Growth

Author: **Charlene E. Zietsma**; Penn State U.

Author: **Danielle Logue**; U. of Technology, Sydney

Author: **Farzad Haider Alvi**; Athabasca U.

Author: **Anna Elise Roberts**; Pennsylvania State U.

Significant prior research on entrepreneurial firm growth has examined how much firms grow, with surprisingly far less examination of how firms grow. In this article we examine how entrepreneurial organizations transform themselves to enable rapid growth. We identify four scaling capabilities: sensing misalignments, seizing resources, re(configuring) scaffolding and stabilizing scaffolding, that enable organizations to transform themselves recursively during periods of growth. From our findings, we produce a process model showing the emergence and development of scaling capabilities as organizations expand their capacity. In so doing, we contribute to both the entrepreneurial growth literature in detailing internal transformation processes for growth, and the dynamic capabilities literature in unpacking the 'black box' of scaling capability development.

Grounded in gender stereotype activation theory, this study examines how cultural perceptions towards women entrepreneurs affect team processes, namely team reflexivity and consequently the team's resources. We test our hypotheses combining data from 64 entrepreneurial teams comprised of members from different countries with measures of national culture from the Global Entrepreneurship Monitor. Results show that the proportion of women in a team is positively related to the team's resources via the mediating effect of team reflexivity. However, the effect of the proportion of women in a team on team reflexivity and, ultimately, on a team's resources, is stronger when team members are from countries with a more favorable national perception of women's entrepreneurship. These findings provide evidence for framing the quality of team processes as contingent to the interaction between the proportion of women in a team and national culture towards female's entrepreneurship and contribute to the literature on women entrepreneurship, entrepreneurial teams and culture.

[view paper \(if available\)](#)

What Holds a Regional Cluster Together in its Inmost Folds?

Author: **Elisabeth Mueller**; U. of Passau

Author: **Stefanie Fuchs**; U. of Passau

Working across companies in regional clusters has become a common practice, but research on the socio-psychological processes that bind cluster actors is surprisingly rare. This study investigates what holds regional clusters together in their inmost folds. We combine research on social identity theory and organizational citizenship behavior with cluster research, advancing knowledge on identification processes and citizenship behavior in regional clusters. Results from a survey of cluster actors in a sensor technology cluster in Germany show that not all antecedents of identification, found to be significant in the organizational context, are important for the cluster actors' identification with the cluster. While cluster distinctiveness, visible cluster affiliation, and group formation factors are relevant, cluster prestige, inter- and intra-cluster

[view paper \(if available\)](#)

Speed and Scaling: An Investigation of the Acceleration of Firm Growth

Author: **Maksim Belitski**; U. of Reading

Author: **Tatiana Romanova Stettler**; Kent State U.

Author: **William John Wales**; U. at Albany, State U. of New York

Author: **Jeffrey A. Martin**; U. of Alabama, Tuscaloosa

Most firms do not grow, while a small number of firms not only maintain their growth but are able to accelerate it over time. Researchers, practitioners and policymakers continue to question what factors facilitate or indicate that a firm has a greater chance to grow more rapidly and become a more powerful economic driver. Using a robust longitudinal dataset from the United Kingdom (UK) during 2000–2017, we investigate the propensity of firms to accelerate in sales, employment, labor productivity and relative market share growth. We find that firm, industry and regional level factors help explain whether organizations become scale-ups and achieve accelerated firm growth. This study adds new insights into the conceptual models available to policymakers and firm managers so that they can better understand the key factors of firm growth acceleration. In doing so, this study paves the way for further investigations into the speed of firm growth.

[view paper \(if available\)](#)

How Firms Grow? Contextual Factors as Determinants of Growth Mode Selection

Author: **Pubuduni Malika Jeewandara**; Queensland U. of Technology

Author: **Stephen D. Cox**; QUT Business School

Understanding firm growth has long been a key goal in entrepreneurship research. However, despite decades of research on determinants of how much firms grow, little is known about how firms grow, i.e., the different modes of firm growth (Dosi, Grazzi, Moschella, Pisano, & Tamagni, 2019; McKelvie & Wiklund, 2010; Wright & Stigliani, 2013). To date,

competition are not. Results also emphasize the importance of cluster identification for cluster actors' willingness to exhibit citizenship behavior, as well as the significance of these behaviors as predictors of cluster sustainability.

[view paper \(if available\)](#)

The Interplay of Conditions that Affect the Social Entrepreneurs' Organizational Mission

Author: **Marlies Koers**; U. of Groningen Centre for Entrepreneurship, The Netherlands

Author: **Aard J. Groen**; U. of Groningen center of entrepreneurship

Author: **Paula Danskin Englis**; Berry College

Our research investigates the interplay of the conditions producing either a dominant social, economic, or hybrid mission type. We examine how the mission of 133 (nascent) social entrepreneurs is affected by the interplay of various conditions. The objective of this paper is to accumulate more knowledge about the configuration of conditions associated with a focus on social entrepreneurs' social, economic, or hybrid mission and to determine whether and how they interact. Our research addresses whether and how personal unmet needs, entrepreneurial experience, social innovation, and attention paid to the social and economic objectives are sufficient to produce entrepreneurial mission types for social enterprises. In doing so, we do not only examine the conditions that converge, but also distinguish between the ways they affect each mission type. We use a configurational approach and a fuzzy set qualitative comparative analysis (FsQca) to explore different combinations of conditions with a dominant focus on the organization's social, economic, or hybrid mission as an outcome. Our findings show that all the entrepreneurs in our sample were hybrid social entrepreneurs, whose social and economic mission is not a dichotomy, but an interweaving of each other resulting in a blend with different mission nuances, best illustrated by 'sliders' that move on the continuum. Based on our findings we developed a typology which shows that the social and economic missions actually work together and that all enterprises are a hybrid form. By linking the various conditions to the social entrepreneurs'

firm growth studies have not examined the effect of contextual factors on growth modes, the central propositions of Penrose's theory of the growth of the firm (Davidsson, 2004; Penrose, 1959/1995). This is both theoretically interesting and practically troubling. From a theoretical perspective, distinguishing between the impacts of organic vs. acquisition-based growth modes is crucial to determining the aggregate-level employment contributions of growing firms. From a practical perspective, research on this important topic has been hampered because data sets in most countries cannot distinguish between organic and acquisition-based growth. Therefore, our study uses a special Swedish dataset to develop theoretical understanding and empirical evidence to show how two internal factors (firm age and firm size) and three external factors (industry, location and macroeconomic condition) influence the proportion extent to which growing firms' expansion is achieved through organic and acquisition-based growth modes, respectively.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

mission, we gained a better understanding of the design features required to organize these different mission types. Our findings are specifically useful for entrepreneurship support by providing insights into the difference in the perceived importance of the organization's social and economic missions and how different conditions affect the mission subsequently. Moreover, these insights contribute to our understanding of the configurational approach's merits for social entrepreneurship research.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

ENT

Passion 2 (session 1637)

New Ventures Fighting the Talent War: The Impact of Entrepreneurs' Passion on Applicant Attraction

Designated as a "Best Paper" for ENT

Author: **Silvia Stroe**; Politecnico di Milano School of Management

Author: **Evila Piva**; Politecnico di Milano

Talented employees are a crucial resource for new ventures, but attracting them to these firms is extremely difficult. Entrepreneurs likely play a prominent role in applicant attraction to their ventures; nonetheless this role has been under investigated. The present work advances our understanding of entrepreneurs' contribution to applicant attraction by exploring the effect of a salient characteristic of entrepreneurs, i.e. passion.

ENT

Social Entrepreneurship: Opportunity and Start-Up (session 1634)

An Alternative Perspective on Social Opportunity Identification and New Social Venture Ideation

Author: **Lauren Atkinson Zettel**; U. of Louisville

One fundamental concept at the heart of entrepreneurship research is that of the opportunity, or in the case of social entrepreneurship, the social opportunity. Although attempts at defining the process of social opportunity identification have been made, the explanatory power of these models was found to be lacking. Recognizing that the study of commercial entrepreneurial opportunities has experienced some of the same 'growing pains', I turn to three

We both theorize on the mechanisms through which entrepreneurs' passion affects applicant attraction to new ventures and empirically check the impact of passion. Our analyses reveal that the passion entrepreneurs display while presenting their ventures' offering to applicants has an inverted U-shaped direct effect on applicant attraction. Displayed passion has also an indirect effect; when entrepreneurs display greater passion, applicants perceive their ventures' offerings as more innovative, irrespectively of the actual innovativeness, and this increases attraction.

[view paper \(if available\)](#)

Relating Passion to Entrepreneurial Effort, Self-Efficacy, and Performance: A Meta-Analysis

Author: **Hao Zhao**; Rensselaer Polytechnic Institute
Author: **Qinglin Liu**; Rensselaer Polytechnic Institute
Author: **Dongge Zhou**; Rensselaer Polytechnic Institute

Entrepreneurial passion is becoming a hot research topic, and we perform a comprehensive meta-analysis based on 51 independent samples (N= 21,808) to synthesize empirical evidence and test a theoretical model. Our results show that entrepreneurial passion is related to entrepreneurial self-efficacy, effort, and performance, respectively. The structural equation modeling results show that entrepreneurial passion's relationship with performance is mediated by entrepreneurial self-efficacy and entrepreneurial effort in that sequence. We also took a closer look at a widely used entrepreneurial passion measure developed by Cardon and colleagues (2013), and found tentative yet non-conclusive evidence that it has larger effect sizes than a previous measure of work passion developed by Vallerand and colleagues (2003). When scholars deviate from this measure's usage guidelines (e.g., by combining passion scores across domains, or by not multiplying the identity centrality score with the feeling score), the effect sizes do not seem to drop. We discuss the implications of our work and ideas for future research.

[view paper \(if available\)](#)

well-known paradigms in that literature stream that have offered promising insights into the process of opportunity identification or development. Drawing on and integrating these models, I attempt to develop a framework for social opportunity identification, and I further incorporate additional elements that are salient and unique to the study of social opportunities and social venturing. The outcome is a framework that overcomes the dichotomization of social opportunities into 'creation' and 'discovery' opportunities, and allows for propositions to be developed about the process of new social venture ideation and the types of new social venture ideas that arise from the process. Several propositions are offered which demonstrate the model's functionality, and possibilities for future work and extensions are also offered.

[view paper \(if available\)](#)

Organizing for Hybridity: The Role of Self-Interest Motivations in Social Venture Creation

Author: **Alexandra Mittermaier**; TUM School of Management, Technische U. München
Author: **Holger Patzelt**; TUM School of Management, Technische U. München

Prior research has emphasized entrepreneurs' prosocial motivation as a trigger for social entrepreneurial action. However, social entrepreneurs also possess self-interest motivations which can impact new social venture creation and the organizing for hybridity with regard to social and economic logics. We report on the findings of an inductive study drawing on interviews with 52 nascent social entrepreneurs and secondary data to explore their motivation and organizing for hybridity. First, we identify specific types of self-interest motivations. Second, we develop a process model of how these self-interest motivations manifest in distinct venture missions that lead to dynamic hybrid organizing. We provide a novel understanding of (1) the role of self-interest motivations in social venture creation, (2) the interplay of individual motivations and venture-level outcomes, and (3) the dynamic development of social ventures' hybrid organizing.

[view paper \(if available\)](#)

The Impact of Emotion Regulation and Team Emotions on Leader Emergence in Nascent Venture Teams (WITHDRAWN)

Author: **Charlotta Agneta Siren**; U. of Queensland

Author: **Fang He**; ETH Zurich

Author: **Henrik Wesemann**; U. of St. Gallen

Author: **Zoe Jonassen**; ETH Zürich

Author: **Dietmar Grichnik**; U. of St. Gallen

Author: **Georg von Krogh**; ETH Zurich

This study advances a theory of how different aspects of emotion regulation influence individual leader emergence in the intensely emotional context of nascent venture teams. Despite the growing amount of research on the role of leadership in the entrepreneurial process, the emergence of leaders in nascent venture teams has rarely been explored. Drawing on theories and research on leadership emergence and emotion regulation, we argue that the two aspects of emotion regulation (i.e., reappraisal and suppression) exert opposite effects on the degree to which nascent venture team members come to perceive an individual as a leader. We also theorize that team emotions arising from affective events moderate the relationship between reappraisal and leader emergence in such teams. Data from 103 nascent venture teams without prior leaders show a negative relationship between individuals' trait disposition to suppress emotions and their emergence as leaders, and a positive relationship between their trait disposition to reappraise emotions and their emergence as leaders. Moreover, we find that negative team emotions magnify the positive association between reappraisal and leader emergence, while positive team emotions mitigate it. We discuss the implications of our findings for the literature on entrepreneurial leadership, entrepreneurial emotions, and leadership in general.

view paper (if available)

What's Holding Back Recovery from Failure? Insights from Entrepreneurial Passion and Coping Strategy

Author: **Yajie Li**; Shanghai U.

Social Entrepreneurship, Startup External Financing, and Societal Stereotypes

Author: **Agnieszka Kwapisz**; Montana State U.

Author: **Diana Maria Hechavarría**; U. of South Florida

In the nascent entrepreneurial context, firm and owner characteristics are often the main factors that lenders use to evaluate potential borrowers. Using the societal stereotypes perspective, the double hurdle estimation approach, and a nationally representative sample of U.S. nascent entrepreneurs' data, we find that social entrepreneurs receive less external financing than their counterparts. However, we find evidence that social entrepreneurs that have more startup and managerial experience are more likely to receive external funding. Also, nascent social entrepreneurs with startup experience receive larger amounts of external investment than their counterparts.

view paper (if available)

Social Entrepreneurial Intentions - A Thematic Analysis

Author: **Tamanash Ghosh**; LM Thapar School of Management Thapar U. Patiala (Punjab) India

Author: **Karminder Jit Singh**; LM TSM Thapar U.

The field of Social Entrepreneurial Intention (SEI) is evolving as an area of research and enquiry. A total of 43 papers have examined the influence of different variables on the formation of social entrepreneurial intentions (SEIs) from 2008 to 2019. However, a proper systematization seems to be still lacking, which calls for accumulating the currently available literature in the form of an organized thematic framework. The purposes of this paper are first to collate different variables influencing the formation of SEIs and then to develop homogeneous clusters that organize these variables under specific themes. To undertake that firstly, a systematic literature review of 43 articles specific to SEIs from seven different research databases and Google Scholar was conducted. Subsequently, thematic analysis was performed, which resulted in

Author: **Wen Wen**; Shanghai U.
Author: **Xiaoyu Yu**; Shanghai U.
Author: **Xiaotong Meng**; Shanghai U.
Author: **Yida Tao**; Shanghai U.

What will affect corporate entrepreneurs to recover from project failure? This study theorizes that entrepreneurial passion before failure has influence on recovery from project failure. Drawing on the Dualistic Model of Passion, this study explores the relationships between dualistic entrepreneurial passions (harmonious and obsessive passion) and recovery from project failure, mediated by coping strategies (active and avoidance coping strategy). Using two-staged survey data from 257 project managers who had experienced project failure, we find that harmonious passion has positive effects on failure recovery, but obsessive passion has negative effects on failure recovery. Our results further reveal a set of pathways that active and avoidance coping strategies mediate the relationship between dualistic entrepreneurial passions and recovery from project failure, with results indicating that harmonious passion facilitates recovery from project failure through enhancing active coping strategy and reducing avoidance coping strategy, but obsessive passion hinders recovery from project failure through increasing avoidance coping strategy. This study has substantial implications for literature of failure recovery by giving attention to the affective antecedents before failure.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

the emergence of four distinct themes (Context, Person, Experience, and Outcomes) that influence the formation of SEIs. While doing that, the study also examined different theories and models that have been used in the domain of SEI research. Through this analysis, the study not only organized the existing SEI literature under distinct themes as a comprehensive framework but also contributes by setting the research agenda for the future.

[view paper \(if available\)](#)

Asynchronous

PAPER SESSION

ASYNCHRONOUS

OB

LMX: Pride and Proteges (session 429)

LMXSC and Paradoxical Coworker-Directed Behaviors: A Dual-Path Mediation Model Involving Pride

Designated as a "Best Paper" for OB

Author: **Benjamin Korman**; Rotterdam School of Management, Erasmus U.

Author: **Christian Troester**; Kühne Logistics U.

Author: **Steffen R. Giessner**; Rotterdam School of Management, Erasmus U.

We investigate the pride reactions and coworker-directed behaviors of employees with high leader-member exchange social comparison (LMXSC). An experimental vignette and a time-lagged field study across three time points provide robust support for our theory that LMXSC (i.e. the perception of having a better relationship with one's leader relative to the relationships fellow coworkers have with the leader) triggers feelings of hubristic and authentic pride in employees. Hubristic pride, in turn, promotes coworker-directed undermining while authentic pride promotes interpersonal citizenship behavior. Together, our studies demonstrate why and how LMXSC can have positive and negative effects on employees' coworker-directed behavior.

[view paper \(if available\)](#)

The Relation between Mentor-Protégé LMX Disagreement and Protégés' Turnover Intentions

OB Division Best Dissertation-Based Paper Award, sponsored by Wiley-Blackwell on behalf of the Journal of Organizational Behavior

Author: **Patrick Tinguely**; ETH Zurich

Author: **Fang He**; ETH Zurich

Author: **Shiko M. Ben-Menahem**; ETH Zurich

Author: **Georg von Krogh**; ETH Zurich

Voluntary employee turnover is of strategic importance for knowledge-intensive firms. Most of those firms have established mentoring programs devoted to providing protégés with psychosocial and career development support. Hence, the quality of relationships with mentors has a crucial impact on protégés' intentions to leave the organization. This paper develops a fresh theoretical perspective that explains how and why one vital aspect of mentoring—mentor-protégé disagreement on relationship quality—affects turnover intentions over time. Drawing on the conservation of resources and leader-member exchange theories, we argue that growth in mentor-protégé disagreement positively affects increases in protégés' turnover intentions. Our analysis of longitudinal data from a four-wave survey in a professional service firm supports this dynamic hypothesis. We also find that surface-level dissimilarity (in gender, but not age) positively relates to initial mentor-protégé disagreement, whereas deep-level dissimilarity (in future focus, but not present focus) positively relates to growth in mentor-protégé disagreement. Our study contributes to the literature on employee turnover by building theory and testing the extent to which mentoring represents a force embedding employees in their organization.

[view paper \(if available\)](#)

Real-time Open

OMT

Best Papers VI: Multi-National Comparisons of Organizing (session 430)

Enduring Effects of Nationalistic Ideology on Strategy Formation Process: The Case of Nippon Gakki

Finalist for the OMT Division Best International Paper Award

Designated as a "Best Paper" for OMT

Author: **Yusaku Takeda**; Harvard Business School

The enduring effect of the intense ideological experience of key organizational actors—top executives—on their subsequent strategic decisions is explored through a longitudinal archival case study of Nippon Gakki Ltd. (present-day Yamaha Corporation), a Japanese musical instrument manufacturer that pursued the motorcycle industry in the 1950s. An intense nationalistic ideology during WWII imprinted future top executives of Nippon Gakki, who, in the Post-WWII era, sought to expand their businesses driven by their imperative to pursue national prosperity and prestige. The ideology influenced three dimensions—organizational identity, organizational memory, and values—affecting managerial cognition and facilitated breaking out of their prior strategic frame to enable Nippon Gakki to explore a wide variety of strategic options unfettered by its extant product classes, industry affiliations, and technological competency. These findings invite further studies of the effects of political ideology on managerial cognition, their organizational mechanisms, and the managerial use of nationalistic ideologies.

[view paper \(if available\)](#)

Enduring Effects of Nationalistic Ideology on Strategy Formation Process: The Case of Nippon Gakki

Winner of the OMT Division Best Student Paper Award

Designated as a "Best Paper" for OMT

Author: **Yusaku Takeda**; Harvard Business School

The enduring effect of the intense ideological experience of key organizational actors—top executives—on their subsequent strategic decisions is explored through a longitudinal archival case study of Nippon Gakki Ltd. (present-day Yamaha Corporation), a Japanese musical instrument manufacturer that pursued the motorcycle industry in the 1950s. An intense nationalistic ideology during WWII imprinted future top executives of Nippon Gakki, who, in the Post-WWII era, sought to expand their businesses driven by their imperative to pursue national prosperity and prestige. The ideology influenced three dimensions—organizational identity, organizational memory, and values—affecting managerial cognition and facilitated breaking out of their prior strategic frame to enable Nippon Gakki to explore a wide variety of strategic options unfettered by its extant product classes, industry affiliations, and technological competency. These findings invite further studies of the effects of political ideology on managerial cognition, their organizational mechanisms, and the managerial use of nationalistic ideologies.

[view paper \(if available\)](#)

Multivocality and Calculability in Field Emergence: The Case of Impact Investing in Spain

Designated as a "Best Paper" for OMT

Author: **Guillermo Casanovas**; ESADE Business School

Author: **Lisa K. Hehenberger**; ESADE Business School
Author: **Kyriaki Papageorgiou**; ESADE Business & Law School

Interstitial issue fields offer important opportunities for collaboration across sectors, but they also pose significant challenges because field members come with diverse and often opposed value systems and evaluative criteria. Recent research has shown that multivocality can enable collaboration in such contexts, as it promotes coordination without the need for consensus. We explore these issues in the context of the emergence of impact investing in Spain, where we have carried out a field-level study based on interviews and continued participant observation, with especial emphasis on the case of social impact bonds. We find that multivocality is indeed relevant in the process of field emergence, but that it is through its interplay with calculability – reaching consensus over new calculative practices – that field members acquire new roles and responsibilities. We hence contribute to the literature on field emergence by showing the complementarity between multivocality and calculability, and to the literature on impact investing by suggesting how impact measurement and social impact bonds can drive significant changes in actors' roles and accountability.

[view paper \(if available\)](#)

Virtue Transfer: Shedding Core-Stigma in the Canadian Wild Fur Industry

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

Designated as a “Best Paper” for OMT

Author: **Johnny Boghossian**; FSA ULaval (Laval U.)

Author: **Jose Carlos Marques**; Telfer School of Management, U. of Ottawa

This paper contributes to the stigma management literature by examining the viability of stigma-challenge strategies in mature, harm-based industries – contexts characterized by intense public scrutiny and threats to the continued survival of the category. Drawing on a case study of the Canadian wild fur industry's response to anti-fur activism and a possible ban on its products, we show how such intense core- stigmas may be managed via collective action. Based on our findings we develop the concept of virtue transfer to describe a stigma-challenge mechanism whereby a virtuous identity – the positive attributes of a sub-group – is effectively transferred onto an entire industry category, in order to counter core-stigma.

[view paper \(if available\)](#)

When Do Predictions Become Performative? Evidence from Simulation Technologies in Urban Planning

Finalist for the OMT Division Best Student Paper Award

Designated as a “Best Paper” for OMT

Author: **Virginia Leavell**; UC Santa Barbara

This paper details a set of mechanisms that led to a novel conception of a precursor to performativity. We do so by drawing on data conducted through a year-long ethnography of urban planning processes in two major metropolitan regions in the United States. The urban planners that we studied employed a computer-based simulation technology specifically designed to make predictions that would facilitate long-term regional plans based on theoretical models of land use and transportation. We theorize that people must believe that a prediction is real for it to enable a performative cycle. We follow this theorizing to show how people come to their beliefs about predictions. When people experience predictions through simulations as granular and immersive they treat them as real. Immersiveness and granularity are not inherent properties of simulation, but rather they are constructed as organizations make decisions about structuring and the behavior of actors inside

them. .

view paper (if available)

Mock Live

MOCK LIVE

PAPER SESSION

15:00 EDT - 15:20 EDT

Tuesday, 11 August

AAA

Academy of Management Closing Remarks (session 428)

Please join the AOM President, Jacqueline A-M. Coyle-Shapiro, and President Elect, Quinetta Roberson in this live session as they transition AOM leadership, review highlights of the past few days and share their observations.

Real-time Open

MEETING

LIVE - OPEN

AAT

CMS

Intersectionality and Corporate Responsibility: Missing Voices in Global Value Chains (session 431)

Real-time Presenter

PRACTICE

INTERNATIONAL

THEME

RESEARCH

DIVERSITY

SYMPOSIUM

LIVE - PRESENTER

OB

Social Norms in Organizations: An Expansive View of Conformity and Deviance in the Workplace (session 432)

Norms are ubiquitous in organizations (Dannals & Miller, 2017a). Injunctive norms (how people ought to behave) and descriptive norms (how most people actually behave) are powerful influences on employee decision making, perceptions, and behavior (Cialdini, Reno & Kallgren, 1990). Research on social norms has burgeoned in the past decade, illuminating myriad organizationally-relevant findings. This symposium aims to deepen scholarship on the myriad ways in which norms influence employee perceptions and behavior in the workplace. Employing a combination of methods, the papers in this symposium examine a host of salient questions surrounding social norms and norms violations at work, with specific attention to normative influences on honesty, trustworthiness, moral behavior, rule-breaking, and leadership perception.

Real-time Open

SYMPOSIUM

INTERNATIONAL

RESEARCH

THEME

LIVE - OPEN

OMT

SIM

STR

Politics, Political Ideology, and Organizations (session 433)

Winner of the OMT Division Best Symposium Proposal Award

Research at the intersection of strategic management and organizational theory has shown renewed interest in exploring the implications of politics and political ideologies for organizations. This symposium aims to extend this conversation by including five empirical studies focusing on 1) the political ideologies of corporate actors in and around organizations; 2) how political (mis)alignment influences organizational outcomes, as well as field-level changes in practices; and 3) encouraging cross-over of ideas between literatures in corporate political activity, field-level identity formation, social movement sociology, and organizational implications of political ideologies.

Profiting from Protest: A Contingency Model of the Effects of Anti-Corporate Activism

Mary-Hunter McDonnell; The Wharton School, U. of Pennsylvania

Samantha Darnell; The Wharton School, U. of Pennsylvania

Investor Reactions to Corporate Sociopolitical Activism Following Discourse Triggering Events

Matt C. Hersel; College of Business, Clemson U.

M. K. Chin; Indiana U. Bloomington

Zeki Simsek; Clemson U.

A Grounded Model of Politics in Field-Identity Formation

Ina Toegel; International Institute for Management Development

Shubha Patvardhan; U. of Delaware

Out of Character: CEO Political Ideology and Diffusion of CSR Executive Position

Abhinav Gupta; U. of Washington, Seattle

Anna Fung; American U., Kogod School of Business

Chad Benjamin Murphy; Oregon State U.

Effects of CEO Political Ideology: Building a Politically Homogenous TMT

Andrew Franklin Johnson; Texas A&M U., Corpus Christi

Katherine Roberto; Texas A&M U., Corpus Christi

Bruce C. Rudy; U. of Texas At San Antonio

Real-time Presenter

RESEARCH

SYMPOSIUM

LIVE - PRESENTER

SIM

Data and Privacy Issues (session 434)

Corporate Data Governance: Are Data Subjects Investors?

Designated as a "Best Paper" for SIM

Author: **Tae Wan Kim**; Carnegie Mellon U. - Tepper School of Business

Author: **JooHo Lee**; Pepperdine U.

Author: **Joseph Xu**; Carnegie Mellon U. - Tepper School of Business

Author: **Bryan Routledge**; Carnegie Mellon U. - Tepper School of Business

This is a paper that explores the status of data subjects in the era of data capitalism. A data subject is a person whose personal data is being collected, held, or processed by data collectors or processors (e.g., Amazon, Google, or Facebook). Data-driven companies rely on data subjects offering personal information for training algorithms for services. In this article, we maintain that it is time to seriously investigate whether data subjects can be considered as investors. In what follows, first, we preview our thesis, followed by a functional definition of an investor. Then, we develop our argument that data subjects are better understood as investors rather than consumers or labor providers by examining the balance sheet impact of a data contribution to the data firm and the existing legal regime requiring data subjects to retain an ownership interest in their data even after it has been transferred to the data firm.

[view paper \(if available\)](#)

Networked Surveillance for Good? A Perception Study on Blockchain-Based Supply Chain Transparency.

Author: **Mario Schultz**; U. della Svizzera Italiana

Author: **Peter Seele**; USI Lugano

The purpose of this study is to investigate the controversial Janus-face of surveillance in the form of distributed ledger technology (DLT) and blockchain-based product identifiers within the Swiss luxury watch industry. We propose the concept of "networked surveillance," as a form of supply chain transparency, to address the currently under-researched novelty of DLT within the luxury watch context. In this exploratory study, an inductive approach to collecting and analyzing data is applied to gain insights into luxury watch experts' perceptions of the disruptive potential of DLT, against the background of current industry trends and challenges. The findings from a survey and in-depth expert interviews indicate salient industry challenges, along with four major themes that are characteristic for ongoing industry transformations: (1) new, younger consumer generations are becoming increasingly important; (2) higher standards with respect to quality, as well as ethical and sustainable product attributes are demanded; (3) personalization beyond the physical product is moving center stage, along with (4) digitalization and innovation. Building on these findings, the offered contribution highlights networked surveillance as a concept for digital transparency that goes beyond dichotomies of the surveillance concept. Networked surveillance can thereby inform an ethical luxury industry, with benefits of learning and control in three key areas: 1) black markets and counterfeits, (2) CSR standards and supply chains, (3) and personalization beyond physical products, toward virtual luxury identities. Keywords: Networked surveillance, Janus-faced, distributed ledger technology, ethical luxury, supply chain transparency, Swiss luxury watch industry, inductive study

[view paper \(if available\)](#)

The Ethics of Consumer Health Wearables: Convergence of Bioethics and Value Sensitive Design

Author: **Michele L. Thornton**; SUNY Oswego

Author: **William F. Martin**; DePaul U.

Consumer health wearables (CHWs) hold the promise to transform our lives and health outcomes exponentially. With a rapid expansion of users, the potential benefits of CHWs do not eliminate the need to consider ethical concerns surrounding their design, distribution, and adoption. Ethical implications include confusing privacy policies, the traceability of collected data, and potential harm to vulnerable populations. Despite all these concerns, regulations are sparse and ethical guidelines for the design and application of CHWs do not exist. We propose a grounded ethical framework that explores the threats of exponential utilization and growth of the CHW market to guide developers and the organizations that will use them in the ethical aspects of CHWs throughout their product life cycle. This model first uses the common bioethical principles to characterize risks and then incorporates the foundations of Value Sensitive Design as a strategy to alleviate negative impacts on users, particularly vulnerable populations and marginalized groups.

[view paper \(if available\)](#)

Setting the Expectations Right: Reassessing the Power of GDPR in Protecting Online Users' Privacy

Author: **Obaid Amjad**; U. Ramon Llull, ESADE Business School

Author: **David Murillo**; ESADE

Privacy violations against online users in the digital sphere are becoming increasingly salient and concerning. In a bid to protect its citizens, the European Union (EU) has implemented what has been called a ground-breaking public data protection measure – the General Data Protection Regulation (GDPR). In this article, we aim to analyze the GDPR through the lens of the social contracts theory perspective of privacy to analyze its potential and limitations in protecting online users from four major privacy controversies – namely ubiquitous data collection, misuses of data, as well as the lack of transparency and accountability of data collecting and processing entities. Furthermore, we discuss the role that the social contracts theory can play in encouraging a more dynamic, rather than static, understanding of privacy in the online sphere as well as its implications for the discussion on data ownership.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

RESEARCH

MOCK LIVE

OB

Relating at Work (session 436)

"Smile and Please Hide Your Sickness": The Role of Emotions and Sickness Surface Acting in a Present

Designated as a "Best Paper" for OB

Author: **Ana Catarina De Almeida Correia Leal**; Instituto U. de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL)

Author: **Aristides Isidoro Ferreira**; ISCTE - Instituto U. de Lisboa

Author: **Helena Carvalho**; ISCTE - Instituto U. de Lisboa

The study of emotional labor and presenteeism climates in the hospitality industry is crucial due to nowadays context of economic uncertainty and the ambient of insecurity, that forces employees to continue to show up for work despite being sick. The aim of this research was exploring the effects of two antecedents of surface acting on hotel employees' burnout levels. Moreover, we introduced sickness surface acting – the voluntary effort to suppress illness symptoms or to fake a healthy health status - as a new construct to explain the relation between presenteeism climate and burnout. A total of 166 employees from Portuguese hotel chains completed a 5-day diary survey. From these, 58 reported at least one day working while being ill. Study 1 results showed that surface acting mediated the relationship between both anger and presenteeism climate and burnout. Study 2 revealed that, for sick employees, sickness surface acting mediated the relationship between presenteeism climate and burnout. These findings highlight the importance of policies creation to reduce and manage anger and presenteeism climates negative consequences, as well inform human resources managers of the negative impacts of "service with a smile" and sickness presenteeism in the hotel industry.

[view paper \(if available\)](#)

Help When Dads Need Somebody? Follower Reactions to Leader Work-Family Conflict

Designated as a "Best Paper" for OB

STR

TIM

ENT

Bridging the Gap between Market and Nonmarket Strategy: Entrepreneurship and Nonmarket Strategy (session 438)

Real-time Presenter

RESEARCH

PRACTICE

LIVE - PRESENTER

SYMPOSIUM

Author: **Jamie L. Gloor**; U. of Exeter Business School
Author: **Susanne Helena Braun**; Durham U.

Perceptions of others' work-family conflict (WFC) have typically been studied as a top-down phenomenon grounded in gender role theory. This work has consistently revealed negative career consequences for followers whom leaders judge to have higher WFC, particularly female followers. However, we know less about the conditions under which those lower in organizational hierarchies (e.g., followers) notice and respond to leaders' WFC, if these perceptions might be stronger for male leaders, and if these perceptions predict behavioral outcomes. Integrating insights from expectancy violation and social exchange theories, we propose that followers perceive more leader WFC when leaders work longer hours, have more family ties (i.e., a partner and young children), and are male. Furthermore, we propose that followers respond to male leaders' WFC positively—with extra effort at work—because family care expectations are traditionally lower for fathers than for mothers, and higher WFC for fathers is a positively violated gender stereotype. Results from a field study and two experiments largely support our predictions. This research highlights a new form of “fatherhood bonus” wherein leaders' ostensibly negative state-WFC—elicits positive behavioral effects in the form of extra effort from their followers/lower-level evaluators, particularly for male leaders.

[view paper \(if available\)](#)

The Disruptive Nature of Triggers in Psychological Contracts

Designated as a “Best Paper” for OB

Author: **Hermien Wiechers**; VU Amsterdam

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

Author: **Xander Lub**; Nyenrode Business U.

Author: **Steven Ten Have**; VU Amsterdam

Psychological contracts are dynamic as employees deliberately shape, manage, and change their psychological contract. Triggers jolt employees' awareness to the contract terms, disrupting the ongoing routine. They mark the moment in the flow of stimuli, that attention is activated, signaling

personally relevant events within the employment relationship that necessitates attention, with the potential to create disruption in the psychological contract. Little is known about the nature and consequences of these triggers. To address this, we explore different triggers, their impact on the psychological contract and their frequency of occurrence as a way of capturing dynamism in psychological contracts. Over 600 triggers were reported from 117 lecturers using a (daily) diary study over six weeks in five universities. We then applied a concept mapping method with the input of independent researchers (performing the sorting task: $n = 33$) and stakeholders (performing the rating task: $n = 77$) in seven universities to analyze the nature of the reported triggers. We systematically classified positive (e.g., social support of colleague or having the ability or skills to act effectively in a working situation) and negative triggers (e.g., lack of recognition or perceptions of unfairness) and their impact on the psychological contract. This resulted in a taxonomy of 14 clusters that advance understanding of how and when messages and events may ultimately lead to disruption in ongoing exchange relationships. This perspective offers new insights into psychological contracts as dynamic processes and offers employers alternative modes for addressing, handling and managing psychological contract disruptions.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

STR

Competitive Strategy and Heterogeneity (session 437)

Race to the Top: Collective Reputation Crisis and Firm Certification Behavior

Designated as a "Best Paper" for STR

Author: **Yanying Chen**; Dalian U. of Technology

Author: **Liang Ping**; Srate

Author: **Feng Liang**; Western Kentucky U.

Firms use certification programs to improve operation efficiency and product quality, to advertise to customers, and to respond to market pressure. The number and frequency of certifications obtained should be a rational choice to maximize firm long-term profitability. However, when its reputation is threatened by an industry-wide

scandal, a firm may be distorted toward over-certification to compensate for the collapse of the regular reputation mechanism based on consumer demand and market transactions. This study constructs a theoretical model on firm certification behavior during collective reputation crisis and uses China's dairy industry after the baby formula scandal to conduct empirical test. We find that the collective reputation crisis has increased firms' incentive to obtain certification, and this effect is stronger for high-quality firms than for low-quality firms, even though under normal circumstances these high-quality firms don't need to deploy these certificates. Moreover, after exhausting industry-relevant certifications, the race to certificate expanded to weakly relevant or irrelevant certificates. This over-certification, however, didn't lead to improvement of product quality and transformation of the affected industry. Instead, the increase in certification cost offset the increase in sales growth and hurt firm profitability. This study provides insights on the mechanism through which collective reputation crisis impact firm certification behavior and welfare outcome, and offers implications for practitioners and policy makers to avoid collective reputation crisis and improve certification mechanism.

[view paper \(if available\)](#)

Smaller Slices of a Growing Pie: The Effects of Entry in Platform Markets

Designated as a "Best Paper" for STR

Author: **Oren Reshef**; Washington U. in St. Louis, Olin Business School

The entry of firms into a platform has an ambiguous effect on the profitability of incumbent firms' operating on the platform: While entry increases competitive pressure on incumbents, supply-side expansion may attract new consumers---effectively increasing total platform size and presumably benefiting all firms. Guided by a simple model, this paper explores how firm entry affects incumbents' outcomes in a two-sided market. Specifically, I focus on Yelp Transactions Platform, an online platform that connects consumers with local services. I study a quasi-exogenous increase in firms on the platform and exploit geographic variation to employ a difference-in-differences research design. I find that, on average, market expansion favors incumbents, though the average effect masks substantial heterogeneities: High-quality incumbent firms experience a positive effect, whereas low-quality firms perform unambiguously worse. Moreover, the relative magnitudes of these forces relate non-monotonically to platform maturity and size. These findings suggest that incumbent firms operating in platform settings will experience benefits and detriments from firm entry that vary dependent on the incumbents' and platform's characteristics.

[view paper \(if available\)](#)

Market Frictions and Competitive Positions: Lessons from the Mobile Telecommunications Market

Designated as a "Best Paper" for STR

Author: **Niloofar Abolfathi**; National U. of Singapore

Author: **Simone Santamaria**; National U. of Singapore

Author: **Charles Williams**; Bocconi U.

This study explores how multi-segment and single-segment competitive positions within an industry are affected by changes in market frictions. A multi-segment position can create value for customers in the form of flexibility to change between service configurations without the need to switch providers. Customers can start with the basic version of a service, then switch to a more advanced version as their preferences evolve. Such a value creation mechanism is effective only in the presence of high costs of switching from one provider to another. Thus, when switching costs fall, multi-segment firms will experience a larger penalty than single-segment ones.

[view paper \(if available\)](#)

Value Creation and Capture in Platform Business Models: An Information-Theoretic Perspective

Designated as a “Best Paper” for STR

Author: **Anparasan Mahalingam**; Purdue U.

Author: **Richard Makadok**; Purdue U., West Lafayette

Platform-based business models create economic value largely by lubricating longstanding frictions in markets. Our theoretical model considers three classic information-economics frictions – namely, coordination costs, search costs and transaction costs – and examines how synergies among the capabilities for solving these three problems can help platform businesses create competitive advantage over rival platforms or non-platform substitutes. As an extension, we consider how privacy concerns of users can reduce or even reverse these synergies.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

MC

MC Award Winning and Best Papers II (session 435)

Middle Management Experiences with Change: Implications for Consulting

Designated as a "Best Paper" for MC

Author: **Tricia P. Riedl**; Benedictine U.

Author: **Therese F. Yaeger**; Benedictine U.

Author: **Peter Sorensen**; Benedictine U.

Author: **Bryan McCusker**; Management Consultant

Today's environment is one of continuous, complex change, and has been found to be perceived by middle management as excessive (Falkenberg, Stensaker, Meyer, & Haueng, 2005). The goal of this research was to discover the conditions in which middle managers functioned during times of strategic initiative implementation. This discovery was approached through the words of the middle managers, as the manager is the interpreter and implementer of these strategic initiatives. Further, managers are highly involved in the human aspect of implementation and execution. This humanness was the perspective from which this research was approached. A qualitative study of existing data was undertaken involving secondary data retrieved from publicly available sources—doctoral dissertations. Library resources provided 23 rigorous and appropriate dissertations dated from 1999-2008. Each contained managerial data with verbatim quotes from managers involving strategic change. A grounded theory methodology was selected as most appropriate for theme generation. The iterative process for establishing the data set of quotations, including the thought process for developing the descriptive labels, sub-codes, and themes is outlined. Subsequently, the five higher-level themes of collaboration, human factors, internal discontinuity, situational awareness, and time arose as the conditions around which the core concept coalesced—the middle manager's ability to execute. Execution could not be separated out as a discrete theme; it crossed boundaries with the higher-level themes found, and as such, execution developed as the core, overarching concept within this data. Consultant opportunities during strategic change are discussed, to broaden our sight for collaborative opportunities.

[view paper \(if available\)](#)

Theories of Power, Boundary Spanning and the Impact of Technology: A Japanese Company in China

Winner of the Benedictine University Scholar-Practitioner Collaboration Award

Author: **Emmanuel Monod**; Shanghai SUIBE U.

Author: **Elisabeth Joyce**; Edinboro U.

Author: **Yue Cai Hillon**; Western Carolina U.

Author: **Yun Tan**; Mitsui Kinzoku ACT (Shanghai) Management Co.,Ltd

Author: **Flavia Santoro**; Rio de Janeiro State U. (UERJ)

Author: **Aleksandra Irnazarow**; U. of Leeds

Author: **Christof Backhaus**; Edinburgh Napier U.

Author: **Elizabeth Teracino**; IMD Business School

Author: **Irina Boboschko**; U. of Cologne, Department of Media and Technology Management

Author: **Laurece Delcontee Abraham**; Academy of Management

Author: **Lifei Liu**; Shanghai SUIBE U.

This case study examined how a Chinese Japanese manufacturing company's communication problem between departments and the failure of the Corporate Information Systems (CIS), such as the ERP SAP or APQP, were

eased through the implementation of social media. Data was collected from top Chinese management team. Social media is, in fact, perceived to provide a higher level of support than CIS for boundary spanners, supporting the theory of power within Bourdieu's practice theory. This research offers practical implications to enhance a corporate informational infrastructure that not only combines social media and corporate information systems, but, spans the entire enterprise communication needs. Findings suggest that the social media WeChat was perceived to be the preferred technological support for all types of boundary spanners activities.

[view paper \(if available\)](#)

Community Sourced Research: A Watershed Ecosystem Approach to Management Research and Practice

Designated as a "Best Paper" for MC

Author: **Mariano Garrido-Lopez**; Western Carolina U.

Author: **Yue Cai Hillon**; Western Carolina U.

Author: **Mark Hillon**; Lafayette Institute

Defining, measuring, and actually creating impact with the world beyond academic stakeholders is an elusive objective for management scholarship. The value of a management degree has declined and other options to the business school are emerging. Confronting these challenges, we explore some of our field's internal barriers to practical impact from management education and research in a broader search for answerability. Evidence from practice reveals that there are viable alternatives to irrelevance, but change will require critical reflexive deconstruction and a break with tradition.

[view paper \(if available\)](#)

A Consultation in Workplace Incivility: The Deadly Inappropriate Smile

Designated as a "Best Paper" for MC

Author: **Alan Goldman**; Arizona State U.

A deadly inappropriate smile is the focus in a consultation prompted by a public conflict between a heart surgeon and a patient's spouse. Following a failed heart-surgery the surgeon delivers the devastating news of the patient's death with a broad smile on his face. Outraged and deeply offended the wife of the deceased aggressively vows to pursue formal grievances and a medical malpractice suit against the surgeon and the medical corporation. Concerned over the workplace incivility charges and the potential for damage to stellar professional reputations and the brand - HR and the executive board retains an external consultant. The consultant utilizes executive coaching, negotiations and conflict resolution in an effort to provide alternatives to litigation. The consultant unmaskes unexpected cross-cultural origins of the deadly inappropriate smile. An innovative negotiation method transforms adversaries into allies.

[view paper \(if available\)](#)

Real-time Open

LIVE - OPEN

PAPER SESSION

CMS

Organizational Hierarchies and Dynamics of Power (session 439)

Interrogating the Toilet as a Seat of Power and Privilege

Designated as a "Best Paper" for CMS

Author: **Ghazal Zulfiqar**; Lahore U. of Management Sciences

Author: **Ajnesh Prasad**; CMS Division Co-Chair Elect

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

[view paper \(if available\)](#)

Doing Violence: Suffering Bodies in a Refugee Arrival Centre

Best Critical paper sponsored by the journal Organization.

Designated as a "Best Paper" for CMS

Author: **Philipp Arnold**; European Uni Viadrina, Frankfurt (Oder)

Author: **Jana Costas**; European Uni Viadrina, Frankfurt (Oder)

This paper draws on ethnographic research of private security forces in a German first arrival centre for refugees and asylum seekers to explore how non-private actors engage in practices of violence. Despite a lack of a distinct legal framework, private security forces were mobilized by the facilities management and state authorities to enforce house rules and formal regulations around the asylum process violently, if necessary. Drawing on Popitz (1999) notion of the interplay of the bodies capacity to harm and its simultaneous vulnerability to harm to analytically capture violence, this study illuminates how violence is done situationally, contrasting the rather abstract view on violence in the extant literature. We analyse how violence was normalized through an interplay of signalling and engaging in violence and how private security forces adjusted their practices of violence in relation to the legal circumstances, thus establishing a form of violent control that aimed at what we have termed suffering bodies, in cooperation with management and authorities.

[view paper \(if available\)](#)

Bumpy Rides: Sweating to Clean Occupational Taint in Dirty Platform Work

Designated as a "Best Paper" for CMS

Author: **Claire Le Breton**; EMLYON Business School

Author: **David Sanson**; EMLYON Business School

This ethnographic paper aims at unpacking the role of workers' social background in their response to identity threats. Especially, it brings together literatures on platform work and on dirty work to examine how French food-delivery couriers shield from occupational taint. This paper focuses on the middle-class, educated individuals, who have to cope not only with the taint specific to their dirty activity, but also with a low social status linked to their unexpected underclass occupation. The findings show that couriers craft an elitist aspirational identity standard based on moral and corporeal attributes, hence essentializing the image of worthy courier. To cope with the gap between their high-status projections and tainted activities, informants strive to distinguish from individuals who differ from this desired identity. Afraid of social demotion, they develop an aspirational identity standard that excludes otherness, hence strengthening the atomization of an heterogeneous low skilled platform crowd.

[view paper \(if available\)](#)

On Ableism and Anthropocentrism: A Canine Perspective on the Workplace Inclusion of Disabled People

Designated as a "Best Paper" for CMS

Author: **Eline Jammaers**; U. Catholique de Louvain

Although scholars have to some extent examined how disabled people become Othered in organizational settings through language, space and practice, and similar analyses have appeared with regard to animals, no analysis so far has focused on the potential double marginalization that takes place when disabled people come to work with their service dog. In filling this void, this paper acknowledges the role socio-materiality plays in creating a social order in which humans and able-bodied people are privileged over non-humans and disabled people. This study documents the in/exclusion of service dogs in the workplace and how it serves as a proxy for the dis/enablement of the owners with mobility and visual impairments, taking a spatial, discursive and affective form. In this way, inclusion and exclusion become materialized through spatial arrangements and artefacts, words and signs, and embodied, emotional performances. Contributions are made towards the literatures on ableism and anthropocentrism in the workplace by illustrating the embodied entanglement of human-dog in the daily organization of work.

[view paper \(if available\)](#)

Divergent Perspectives on Diversity and Inclusion: Reconceptualizing & Advancing Black Scholarship

Best Critical Management Learning and Education Paper is sponsored by the journal Management Learning

Author: **Penelope Muzanenhamo**; U. College Dublin, Smurfit

Author: **Rashedur Chowdhury**; U. of Southampton

Why does diversity and inclusion scholarship remain silent on epistemic injustice? This article demonstrates that a culture of wilful blindness embedded in historically racist academic structures breeds inequalities in knowledge production and dissemination that disenfranchises black scholars and denies them contribution to dominant discourse. Reflecting on the experiences of black academics in diverse disciplines, we conceptualize black scholarship as underpinned by epistemic struggle and epistemic survival, due to subjugation to epistemic injustice. We conceptualize epistemic struggle as striving to produce and disseminate knowledge in the face of difficulties and resistance generated by structural and agential power. Epistemic survival denotes the sustained presence of black scholarship through compromise, collusion and radicalism, within an academia founded on

the ideology of white supremacy. We argue that black scholarship struggles for survival not only for the sake of emancipating and integrating people of color, but also with the goal to bridge deep epistemic divisions. In reimagining black scholarship through the lenses of epistemic injustice, we aim to embed the concept into theoretical debates on diversity and inclusion in order to inform management practices in a nuanced way.

[view paper \(if available\)](#)

Real-time Open

PAPER SESSION

LIVE - OPEN

OB

OMT

TIM

Advanced Technology and Creative Magic: How Technology Use Shapes the Creativity-Innovation Process (session 440)

Today more than ever, the use of technology is a daily experience for creative workers and inventors all over the world. While we know much about how technology shapes creative and innovative outcomes, we know less about how technology use shapes the creativity-innovation process. When faced with a new technology, creators and inventors have to navigate many tensions and puzzles, and how they do it is likely to change both the creative process and the way the technology is applied to it. The way individuals make sense of new technologies, decide whether or not to interact with them, and apply them to their innovative efforts has thus the potential to significantly shape the creative process and the innovation journey. As a consequence, a deeper, multidisciplinary look at the process of technology use is warranted in order to understand when the use of advanced technologies results in “creative magic”, and when instead they disrupt innovators’ efforts rather than helping them. This symposium includes four empirical papers focusing on these issues, either trying to understand how individuals and collectives make sense of new technologies entering their creative processes or whether and why they decide to apply new technologies in their work.

Using Connective Action to Organize Collective Creativity in the Age of Social Media

Emily Truelove; Massachusetts Institute of Technology

Designing in a Box: How Algorithms Shape the Creative Process

Alentina Vardanyan; Cambridge Judge Business School

Accelerating Innovation without Killing it: Sustaining Ambiguity while Coordinating in Hackathons

Hila Lifshitz-Assaf; New York U.

Sarah Lebovitz; U. of Virginia

Lior Zalmanson; Tel Aviv U.

Experimenting Strategically: How Industry Downturns Drive Standardization and Experimentation

Colleen Cunningham; London Business School

Aldona Kapacinskaite; London Business School

Real-time Open

SYMPOSIUM

PRACTICE

RESEARCH

LIVE - OPEN

OMT

RM

STR

Formal Modeling in the Resource Based View (session 442)

This symposium presents formal models at the forefront of RBV research, covering a wide range of phenomena and modeling techniques, including game theory, stochastic processes, real options, and value-based strategy. Though the RBV (resource based view) is one of the core theories in the management field, its largely verbal nature has made it vulnerable to several fundamental critiques pertaining its logical structure. Formal models are the ideal method to alleviate such critiques as they provide rigorous and internally consistent descriptions in unambiguous mathematical language. Over the past years there has been a rise in formal modeling research published in leading management journals, and this symposium provides an overview of the most recent developments.

The Dynamics of Capability Development and the Management of Global Value Chains

Brian Wu; U. of Michigan

Is Synergy a Barrier to Business Exit?

Arkadiy V. Sakhartov; U. of Illinois at Urbana-Champaign

A Value-Based Perspective on Resource Bundling with Frictions

Andrew Boysen; Kenan-Flagler Business School, U. of North Carolina at Chapel Hill

A Formal Framework for the RBV: Resource Dynamics as a Stochastic Process

Phebo Derk Wibbens; INSEAD

Real-time Presenter

RESEARCH

LIVE - PRESENTER

SYMPOSIUM

STR

Strategic Entrepreneurship (session 441)

Is CEO Turnover Sensitive to Firm Performance? An Informativeness Perspective

Designated as a "Best Paper" for STR

Author: **Qian Gu**; Georgia State U.

Author: **Wei Shen**; Arizona State U.

Author: **Lin-Hua Lu**; National Taipei U. of Technology

This study advances an informativeness perspective to contribute to the understanding of how the sensitivity of CEO turnover to firm performance changes over the course of CEO tenure. The extant literature primarily suggests that the sensitivity of CEO turnover to firm performance weakens over time during a CEO's tenure and attributes this change to the power shift in the CEO-board relationship. Supplementing this dominant power perspective, we suggest that the attributability, informativeness, and impact of firm performance in boards' assessment of CEOs change during the early, mid-, and later stage of CEO tenure, even when there is no power shift in the CEO-board relationship. Using a sample of family-controlled firms in Taiwan from 1999 to 2015, we found that the effect of current firm performance on the turnover of professional CEOs was the strongest during the mid-stage and weaker during both the early and the later stages. These results provide support for our theoretical predictions from the informativeness perspective.

view paper (if available)

Subsidy Wars for Market Share: When and How Much to Subsidize?

Designated as a "Best Paper" for STR

Author: **Shan YIN**; School of Management, Xi'an Jiaotong U.

Author: **Jun LIN**; School of Management, Xi'an Jiaotong U.

Nownadays, many subsidy wars for market share have broken out among firms, especially in markets

with network effects. Although such subsidy wars are common and costly, there is a lack of research on firm subsidy strategies. We discuss the subsidy competition in a duopoly market where the entrant enters the market by subsidizing consumers, and the incumbent follows by setting its subsidy to maximize its competitive advantage in unit or total subsidy and simultaneously maintain its market dominance. We show that the incumbent can always find an optimal and fixed market point to subsidize when the competitive advantage in unit subsidy is considered. If the competitive advantage in total subsidy is considered, the optimal market point that the incumbent starts to subsidize increases with the entrant's investment. The incumbent cannot keep its advantage in market share with less total subsidy when the total subsidy of the entrant exceeds a threshold. Our results are robust when products are differentiated horizontally and vertically.

[view paper \(if available\)](#)

Decision Right Allocation and Platform Market Effectiveness: Evidence from Online P2P Lending

Designated as a "Best Paper" for STR

Author: **Anparasan Mahalingam**; Purdue U.

This study proposes that platform owners can mitigate problems of information asymmetry in platform markets and enhance market effectiveness through allocation of key decision rights among participants. We link decision right allocation to the governance role platform owners play, arguing that platforms can orchestrate the participation of complementors through governance design choices. Using a quasi-experimental design in online peer-to-peer (P2P) lending, we show that retaining the pricing right (right to set loan interest rates) with the platform owner increases platform market effectiveness (rate of loan requests being funded by lenders). Furthermore, this effect is strengthened by the financial information available in local environments, highlighting a complementarity between online and offline information in shaping platform market effectiveness.

[view paper \(if available\)](#)

Dual Signals: The Effect of Firm Publications on Venture Capital Financing

Designated as a “Best Paper” for STR

Author: **Yajing Li**; Rice U.

This paper investigates how the firm publications affect their VC financing. With information asymmetry about the quality of entrepreneurial ventures, investors are influenced by the signal of firm publications. However, firm publication can be a positive signal for the in-depth scientific knowledge and can be a negative signal for the knowledge leakage. Thus, this paper examines the effect of firm publications as “dual signals” in the VC financing context, and I argue that the positive or negative signaling effect of firm publications depends on the focal signal characteristics (journal quality) and other relevant signals (firm patent). When journal quality is high, publications are unambiguously positive signals to VC investors, and firm patents have a substitute effect with firm publications in top journals on the VC financing. However, publications in non-top journals send ambiguous signals, and firm patents would influence the sensemaking process of investors. Specifically, firms with more publications in non-top journals are perceived positively to VCs when firms do not have patents, but such publications would be a negative signal when firms have patents. Using the sample of around 1000 US biotech and pharmaceutical firms founded after 1980, findings support all the hypotheses.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE

OMT

OB

CM

STR

MOC

Trust Between Individuals and Organizations (session 443)

Trust is a fundamental characteristic of organizational relationships and one of the most frequently studied concepts in management research today. This annual PDW is aimed at advancing research on trust by serving as a platform for scholars to discuss critical issues, engage in dialogue, and help further research-in-progress. The workshop consists of three segments: (1) The first segment starts off with a panel discussion, in which leading scholars share their thought-provoking ideas on this year's focal topic of "trust and control"; (2) For the second segment, attendees break into roundtables to discuss various relevant issues in current trust research. Each table will start out with a particular topic but may move on to other issues as the discussion unfolds. Topics may include (but are not limited to): trust asymmetries, trust violation and recovery, trust in teams, trust in interorganizational relationships, trust across levels of analysis, trust in networks, trust dynamics, and trust and contracts; (3) The third segment consists of a paper development workshop, in which the facilitators provide in-depth feedback on work-in-progress trust research previously submitted by workshop participants. These papers should be in an advanced developmental stage, targeted at a scholarly management journal, and no more than 40 double-spaced pages in length.

Real-time Open

LIVE - OPEN

RESEARCH

PDW (WORKSHOP)

ONE

SIM

STR

The Management Field in Light of the Climate Crisis: What Changes Do We Have to Make? (session 444)

Despite knowing for at least half a century that the unfolding climate and attendant ecological crises would be inevitable given "business as usual", the broad field of management has been ineffective in helping society avoid or effectively prepare for them. In this symposium, panelists will discuss specific changes to the field necessary for us to meaningfully help address humanity's most dire challenge: keeping the planet habitable. Panelists will address the question from their own perspectives and areas of expertise, and may discuss changes across different dimensions of the management field, including: scholarly inquiry, education, outreach to practitioners, and the structure of the field. The key parameter of the discussion is that the changes must match the scope and breadth of the crisis, its finality, and the very short time window we have to address it.

Real-time Presenter

LIVE - PRESENTER

SYMPOSIUM

THEME

PNP Best Paper Session 1 (session 445)

The Effects of Mafia Infiltration on Public Procurement Performance

Designated as a "Best Paper" for PNP

Author: **Diego Ravenda**; TBS Business School

Author: **Michele Giuranno**; U. of Salento

Author: **Maika Valencia-Silva**; EAE Business School

Author: **Josep M. Argiles-Bosch**; U. of Barcelona

Author: **Josep García-Blandón**; U. Ramón Llull, IQS School of Management

We examine the effects of Mafia infiltration on public procurement performance based on a sample of 68,063 public work contracts (PWC) awarded by Italian municipalities over the period 2012-2017, of which 687 are identified as Mafia-infiltrated either because of being awarded by municipal councils subsequently dissolved due to Mafia infiltration or because of being won by Mafia-owned firms. Our results reveal that Mafia infiltration is positively associated with number of submitted bids, awarding rebates and execution cost overruns, whereas it is negatively associated with delivery delays for PWC. The effect of Mafia infiltration on execution cost overruns and the probability of their occurrence is weaker for larger PWC and the elections of the new municipal councils, after the dissolution of the previous ones, do not significantly influence the performance of PWC. Our findings suggest the presence of collusive schemes among bidding firms within the Mafia network and provide new insights for the implementation of more sound policies to tackle practices associated with Mafia infiltration in public procurement.

[view paper \(if available\)](#)

Two Studies on a Nomological Network of Public Employee Accountability

Designated as a "Best Paper" for PNP

Author: **Yousueng Han**; Yonsei U.

Author: **Peter J. Robertson**; U. of Southern California

While the field of public management has long emphasized the importance of holding public employees accountable for their actions, our understanding of how best to do so has been hindered by a dearth of empirical research on this topic. Recent literature has called for more examination of individual subjective experiences of being accountable – employee accountability – in order to research how macro accountability systems make a difference to individuals. To validate the employee accountability construct in the public domain, we collect data from two separate samples using a multidimensional scale to measure public employee accountability. We analyze these data to explore the nomological network of public employee accountability by assessing its relationship with both a logical antecedent and expected outcomes. Based on findings that validate the nomological network, we discuss how this research contributes to the literature on accountability and possible directions for future research.

[view paper \(if available\)](#)

Bureaucratic Red Tape: A Bibliometric and Meta-Analytic Study

Designated as a "Best Paper" for PNP

Author: **Janne Kalucza**; U. of Hamburg

Author: **Fabian Hattke**; U. of Hamburg

Red tape is one of public administration research's defining topics and has amassed a considerable amount of publications. This paper analyses 60 years of red tape research as reflected in articles published in journals listed in the SSCI Database. It combines bibliometric and meta-analytic methods to identify major academic debates and to elaborate on the most important correlates of red tape. Our results indicate that public management is at the core of red tape scholarship, but applications include a variety of disciplines, among them health care and economics. The analysis reveals that red tape negatively relates to beneficial attitudes and behaviours (e.g., job satisfaction and employee commitment) while it fosters detrimental attitudes and behaviours (e.g., negative affect and employee turnover). However, some of the evidence on red tape's correlates is sparse (alienation, deviance, trust) or contradictory, for example with regard to performance. We conclude by outlining a research agenda for red tape theory and measurement.

[view paper \(if available\)](#)

Mock Live

PAPER SESSION

MOCK LIVE