WESTERN ACADEMY OF MANAGEMENT

WAM 2024
65th Annual Meeting

March 13–16, 2024
Hilton Long Beach, Long Beach, California

THEME:
Work & Well-being

MARCH 13-16, 2024
LONG BEACH, CALIFORNIA

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MARCH 13-16, 2024
LONG BEACH, CALIFORNIA

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18:00-20:00	Doctoral Students & Junior Faculty Consortium Dinner: The Loft

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FRIDAY, MARCH 15

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07:00-08:00	Newcomers' Breakfast: Catalina					
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WAM FUTURE SITES

WAM 2025 | March 19-22, 2025
Delta Hotels by Marriott Grand Okanagan Resort,
1210 Water St, Kelowna, British Columbia V1Y 9P3

WAM 2026 | March 11-13, 2026
Hilton of Sante Fe Historic Plaza, 100 Sandoval Street, Sante Fe, New Mexico, 87501

When selecting sites, WAM's Executive Committee discuss considerations that include budget, accessibility, the venue itself, and the attractiveness of the destination.

2023-2024 WAM OFFICERS

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WAM's Executive Committee continues to partner with Podium Conferences & Association Specialists to assist with conference planning and site selection.

WAM 2024 JMI Scholars

Clint Chadwick,
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WAM 2024 Ascendant Scholars

Chantal van Esch, Cal Poly Pomona

Hatim Rahman, Northwestern University

Jessica Huisi Li, University of Washington

WAM 2024 Best Paper Award Finalists

Best Traditional Paper Finalists

"How and When does Trust in Coworkers Make Newcomers more Innovative? The Dual Roles of Psychological Safety and Interpersonal Conflict" by Meena Andiappan, Lucas Dufour, and Francesco Montani

"On the path to long term sustainability: How NPO's perception of sustainability shape their strategies" by Ferdinand Gosch and Nils Foege

"The Benefits of Internal and External Networks for Women Entrepreneurs in Poverty" by Antoaneta Petkova, Smita Trivedi, and Jurgen Willems

Best Doctoral Paper Finalist

"Endometriosis and Women Leaders: A Feminist Phenomenological Perspective on Career Implications and Stereotype Effects" by Marlee Mercer and Tina Sharifi

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WESTERN ACADEMY OF MANAGEMENT 2024 CONFERENCE SCHEDULE SUMMARY

WEDNESDAY, MARCH 13

15:00-18:30	Registration/Info Desk Open (Promenade 2nd Floor)
15:30-17:30	Doctoral Students & Junior Faculty Consortium (Atlantic)
18:00-20:00	Doctoral Students & Junior Faculty Consortium Dinner (The Loft)

THURSDAY, MARCH 14

07:00-17:30	Registration/Info Desk Open (Promenade 2nd Floor)
07:00-08:00	WCA & Consortium Breakfast (International 2)
08:00-14:30	Doctoral Students & Junior Faculty Consortium (Atlantic)
	Sponsored by: Management Department at University of Nevada, Reno
	CARMA (Consortium for the Advancement of Research Methods & Analysis)
08:00-16:00	WCA Conference (International 4)
09:45-10:00	Coffee Break (Promenade)
11:45-12:45	Lunch for Consortia & WCA (International 2)
14:45-16:00	Workshops
16:00-17:30	WAM 2024 Opening Session/JMI Scholars Fireside Chat (Catalina)
17:30-19:00	WAM 2024 Opening Reception (Promenade)
	Sponsored by: The College of Business, California State University - Long Beach

FRIDAY, MARCH 15

07:00-17:00	Registration/Info Desk Open (Promenade 2nd Floor)
07:00-08:00	Newcomers' Breakfast (Catalina)
	Open to anyone who has attended fewer than 60 WAMs
08:00-09:15	Concurrent Sessions
09:20-10:35	Concurrent Sessions
10:35-10:45	Coffee Break (Promenade)
10:45-12:00	Concurrent Sessions
12:00-13:45	Presidential Lunch & Awards (Catalina)
	Sponsored by: The Lam Family College of Business, San Francisco State University
13:45-15:00	Concurrent Sessions
15:00-15:15	Coffee Break (Promenade)
15:15-16:30	Concurrent Sessions
16:30-17:45	Ascendant Scholars Session (Catalina)
18:30-22:00	Harbour Cruise (Ticket required)

SATURDAY, MARCH 16

07:00-12:00	Registration/Info Desk Open (Promenade 2nd Floor)
07:00-08:30	Breakfast and WAM Business Meeting (Catalina)
08:30-09:45	Concurrent Sessions
09:45-10:00	Coffee Break (Promenade)
10:00-11:15	Concurrent Sessions
11:30-12:45	Closing Session (Catalina)

MARCH 13-16, 2024
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WAM 2024 PROGRAM SCHEDULE

WEDNESDAY, MARCH 13

SCHEDULE OVERVIEW

15:00-18:30	Registration/Info Desk Open (Promenade 2nd Floor)
15:30-17:30	Doctoral Students & Junior Faculty Consortium (Atlantic)
18:00-20:00	Doctoral Students & Junior Faculty Consortium Dinner (The Loft)

15:00-18:30   **REGISTRATION/INFO DESK OPEN**
Location: Promenade 2nd Floor

15:30-17:30   **DOCTORAL STUDENTS & JUNIOR FACULTY CONSORTIUM**
Location: Atlantic

18:00-20:00   **DOCTORAL STUDENTS & JUNIOR FACULTY CONSORTIUM DINNER**
Location: The Loft

THURSDAY, MARCH 14

SCHEDULE OVERVIEW

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	Sponsored by: The College of Business, California State University - Long Beach

07:00-17:30   **REGISTRATION/INFO DESK OPEN**

Location: Promenade 2nd Floor

07:00-08:00   **WCA & CONSORTIUM BREAKFAST**

Location: International 2

08:00-14:30   **DOCTORAL STUDENTS & JUNIOR FACULTY CONSORTIUM**
Sponsored by: Management Department at University of Nevada, Reno
CARMA (Consortium for the Advancement of Research Methods & Analysis)

Location: Atlantic

08:00-16:00   **WCA CONFERENCE**

Location: International 4

09:45-10:00   **COFFEE BREAK**

Location: Promenade

11:45-12:45   **WCA & CONSORTIUM LUNCH**

Location: International 2

14:45-16:00	**WORKSHOPS 1 & 2: STUDENTS' SELF-LEADERSHIP UNLEASHED/THE WELLBEING SUPERFECTA: LEVERAGING SLEEP, DIET, EXERCISE, AND MINDFULNESS FOR INCREASED ACADEMIC WELLBEING AND SCHOLARLY PERFORMANCE**

Location: Atlantic

Students' Self-Leadership Unleashed

Kate Mccombs[1], Ethlyn Williams[2]

[1]*Samford Brock School of Business,* [2]*Florida Atlantic University*

This workshop focuses on self-leadership, its importance for student well-being, and strategies for educators. In a climate of rising stress and anxiety among college students, the workshop aims to equip educators with actionable tools to enhance their students' resilience and success. The value of this workshop lies in providing educators with the means to integrate self-leadership into their teaching. Self-leadership involves guiding individuals toward self-motivated tasks and setting self-motivated goals. These skills are essential for managing stress and enhancing well-being, fostering self-efficacy, job satisfaction, and long-term career success. This workshop is an interactive hands-on workshop where we will walk through exercises to conduct in your classes, and we hope it initiates discussions on better equipping students for self-leadership and overall success.

The Wellbeing Superfecta: Leveraging Sleep, Diet, Exercise, and Mindfulness for Increased Academic Wellbeing and Scholarly Performance

Gareth Craze[1], Loren Dyck[2], William Luse[2]

[1]*Western Sydney University,* [2]*University of La Verne*

In a demanding professional realm such as academia, the relationship between personal wellbeing and vocational performance ought to be a topic of paramount significance. The scholarly pursuit of knowledge has long been associated with intellectual rigor and dedication, but beneath this veneer lies a troubling reality - the poor state of mental health among academics. This workshop aims to delve into the intricate web of relationships between personal wellbeing, mental health, and professional performance, and to provide practical advice and guidance for scholars seeking evidence-based means of better unlocking their full academic potential through improved overall health. In so doing, we aim to saliently demonstrate that addressing the mental health challenges and lifestyle habits of PhD students and academic faculty is not just an ethical obligation, but also a pragmatic necessity to foster optimal academic performance.

14:45-16:00	**WORKSHOP: ANALYSIS OF COMMON METHOD VARIANCE**

Location: Pacific 2

Consortium for the Advancement of Research Methods (CARMA)

Larry Williams[1]

[1]*Texas Tech University*

16:00-17:30	**WAM 2024 OPENING SESSION/JMI SCHOLARS FIRESIDE CHAT**

Location: Catalina

17:30-19:00	**WAM 2024 OPENING RECEPTION** **Sponsored by: The College of Business, California State University - Long Beach**

Location: Promenade

FRIDAY, MARCH 15

SCHEDULE OVERVIEW

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15:15-16:30	Concurrent Sessions
16:30-17:45	Ascendant Scholars Session (Catalina)
18:30-22:00	Harbour Cruise (Ticket required)

07:00-17:00   **REGISTRATION/INFO DESK OPEN**

Location: Promenade 2nd Floor

07:00-08:00   **NEWCOMERS BREAKFAST**
OPEN TO ANYONE WHO HAS ATTENDED FEWER THAN 60 WAMS

Location: Catalina

08:00-09:15   **ROUND TABLES - SESSION 1**

Location: International 2

Table Number: 1
Chair: Kate McCombs

DP1-1-1 Student Attitudes about Work and Well-being with High-Tech STEM Jobs

Pradip Shukla[1], Monica Shukla-Belmontes[2]

[1]Chapman University, [2]UMass Global

College students and recent graduates focus too much today on careers and entrepreneurship in high-tech industries and firms. U. S. Bureau of Labor Statistics data show that the high-tech industries share of employment and total output of economy has not increased over the last twenty years. Unfortunately, college students and recent graduates falsely perceive that employment opportunities in high-tech industries are increasing at an exponential rate. The purpose of this study is to research college undergraduate and graduate business student: Knowledge about percent of jobs in high-tech industries. Knowledge about percent of total output of the U.S. economy coming from high-tech industries. Attitudes about STEM versus non-STEM jobs overall as to salaries, job security, and work-life balance. A data collection instrument has been developed which will be analyzed on the following statistical tests:

- Is there a statistically significant difference in knowledge (having a closer correct % of jobs in high-tech industries and having a closer % of total output) by: past work experience in a STEM job, class level, or gender;

- Is there a statistically significant difference in attitudes about STEM versus non-STEM jobs overall on salaries, job security, and work-life balance by: past work experience in a STEM job, class level, or gender;
- There will also be statistical analysis on the correlation between more accurate knowledge and attitudes about STEM versus non-STEM jobs overall.

DP1-1-2   Always On, Always Overwhelmed: Are Technostress and Technology Overload Two Sides of the Same Coin?

Beth Houran[1]

[1]Marshall University

Over the past decade, advancements in information and communication technology (ICT) have significantly impacted employee well-being. The increased use of ICTs has impacted employees where technostress and technology overload are common. While both these terms have been explored extensively in the literature, ambiguity exists as does potential overlap. This paper delves deep into the constructs of technostress, stemming from Ragu-Nathan et al. (2008), and technology overload from Karr-Wisniewski & Lu (2010). The research emphasizes that both phenomena may represent a single concept. By investigating the interrelatedness and potential overlap of these concepts, the paper aims to offer clarity and direction for researchers. For practitioners, understanding this consolidated model may provide actionable insights into enhancing employee well-being, optimizing work processes, and crafting effective interventions against technology-induced stress.

DP1-1-3   The Examination of Workplace Well-Being in the Context of Leading Conversations on Artificial Intelligence

Haille Trimboli[1]

1Pepperdine University

In modern businesses, the introduction of technologies, including artificial intelligence (AI), brings both challenges and opportunities for employee well-being (Chui et al., 2023). Recognizing the complete implications of these technological changes on well-being is critical. Although leader communication play a crucial role in guiding these transitions (Gilli et al., 2023), the overall effects on workplace well-being are not thoroughly researched. This study employs a mixed-methods intervention with a convergent core design. Quantitative data will be collected before and after an intervention via surveys and complement it with qualitative data from discussions about employee sentiments on AI. These data sets will be evaluated separately and then merged, offering a detailed perspective that highlights both general patterns and individual experiences in an evolving digital workplace (Creswell & Creswell, 2018).

DP1-1-4   Factors that hinder maquiladoras AI implementation

Zerui Chen[1], Victor Pimentel[1]

[1]New Mexico State University

This paper discovers the main reasons which hinder those U.S.- Mexico Border Maquilas implement AI system. We first did a qualitative study by interviewing those top management team (TMT) members. Unsurprisingly, we found the qualitative study results is highly coincide with what we extracted from the recent literature, which are lack of knowledge, low transparency and financial constraints. In the quantitative study, we will collect survey data and adopt Structural Equation Modeling to detect see if they are statistically significant.

Table Number: 2
Chair: Liz Cartier

DP1-2-1   Building Positive Experiences for Indigenous Post-Secondary Students: A Relational Lens

Prachee Sehgal[1], Kirsten Robertson[1], Lorna Andrews[1]

[1]University of the Fraser Valley

Post-secondary institutions are increasingly acknowledging and taking up their responsibility to Indigenize. This process includes increasing Indigenous students' enrollment and graduation, incorporating Indigenous ways of knowing into curricula, and hiring more Indigenous faculty. These changes are likely to significantly impact Indigenous students, yet their voices are not always incorporated into the very discussions that concern them. We report the preliminary results of a project designed to address this oversight. The purpose of our research is to explore the impact of relationships on Indigenous students' post-secondary experiences and to highlight the changes that they believe would be facilitative of their success. Stories shared through the eleven in-depth interviews that we have so-far conducted illuminate currently overlooked challenges and point to actionable steps that could improve Indigenous students' post-secondary experiences.

DP1-2-2 Quiet Quitting in Higher Education: Examining the Relationship Between Microaggression and Burnout for Marginalized Business School Faculty

Elizabeth Cartier[1], Lorraine Taylor[1], Deborah Walker[1]

[1]Fort Lewis College

Quiet quitting is characterized by slow and insidious disengagement. Microaggression is a term used for everyday verbal, behavioral, or environmental insults, whether intentional or unintentional, that convey hostile, derogatory, or negative thoughts toward someone. This study will add to the literature by researching the question: does microaggression impact the motivation and career advancement of marginalized faculty members in business schools? This topic has been explored in other disciplines, such as STEM, medicine, and engineering, but this study responds to a call to fill a gap in identifying the existence and impact of microaggressions in other disciplines, such as business school faculty who are members of a marginalized group. More work is needed to understand the experiences of all groups, though this study intends to address individuals who have intersecting identities such as gender, race, and sexual orientation, as advocated for in the literature.

DP1-2-3 Structured Improvisational Teaching

James Cooper[1]

[1]University of Illinois at Chicago

This paper examines a conceptual framework of improvisational instructional learning as an exercise in disciplinary inquiry. Through a narrative exposition of a professor's classroom vignette, the author shows improvisational instruction as a construct and learning through reflection and in-situ decisions. Schön's reflection-in-action is a significant theoretical framing for improvisational instructional learning and experimentation-in-action. Reflection-in-action focuses on the immediacy of instructional learning and the importance of the actions prior to reflection. Experimentation-in-action focuses on instructional learning and the immediacy of adjustments toward an end goal. The author introduces a model of improvisational instructional learning and research ideas for improvisational instructional learning.

DP1-2-4 Investigating Personal Learning through Mentorship Functions: Empowering the First-Generation College Students

Yikuan Lee[1], Lihua Wang[1], Ryan Smith[1]

[1]San Francisco State University

First-generation college students (FGCS) represent individuals who are the first in their families to attend college to pursue higher education. They comprise over one-third of college students, but only 27% obtain their degrees within four years, lagging significantly behind their peers. While mentoring helps enhance student growth, existing literature offer little insights into how mentoring program can effectively meet the unique needs of FGCS. This research represents a pioneering endeavor to bridge Social Learning Theory, Psychosocial Development Theory, Cognitive Development Theory, Experiential Learning Theory and mentoring literature to address the following questions:

1. How mentoring functions affect FGCS differently compared to their peers?
2. What characterizes FGCS as academic learners? What are their learning patterns?
3. What factors contribute to FGCS's growth? How can the mentorship program be enhanced to provide more effective support for FGCS?

Theoretically, this research aims to provide new insights to address the gap in the literature. Practically, this study's findings can be utilized to enhance the mentorship program and narrow the growth disparity between FGCS and their peers.

> **Table Number:** 3
> **Chair:** Sarah Kovoor-Misra

DP1-3-1 In the turmoil of an organizational crisis: Approaches to innovation

Sarah Kovoor-Misra[1]

[1]University of Colorado Denver

During a crisis, innovations are critical for organizations to be able to address novel and complex problems, and de-escalate the situation. However, crisis management research has not sufficiently examined the differing approaches to crisis innovation, in terms of their emergence, processes, required capabilities, and outcomes. In this conceptual developmental paper, I address these issues and examine and compare two approaches to crisis innovation: the formal leader-driven innovation approach, and the informal, organic, decentralized innovation approach. Both these approaches tend to be found during large scale crises and are critical for effective containment. I conclude this paper by discussing its contributions and implications for future research and practice.

DP1-3-2   Implications of Gender Differences in Communicative Abstraction on Leadership Attributions

Priyanka Joshi[1]

[1]San Francisco State University

Across different contexts, women communicate less abstractly than men. Furthermore, individuals who communicate abstractly are perceived as having greater power than those who communicate concretely, although prior research has not considered such effects for female communicators. It is plausible that women leaders who speak abstractly are penalized for communicating in gender non-conforming ways. On the other hand, because communicative abstraction may serve as a subtle cue for power, it is feasible that both men and women will accrue leadership rewards by using more abstract speech in leadership emergence contexts. We find that irrespective of gender, abstract communicators are perceived as having greater power and are seen as more suitable for managerial positions than concrete communicators. Implications of the findings are further discussed.

DP1-3-3   Individualistic or collectivistic? Strategic leadership choice under uncertainty

Howard Jean-Denis[1]

[1]Pepperdine University

Scholars have recently called for more research to understand the role of strategic leadership under uncertainty. Uncertainty is an important factor within the management field because ambiguity in your environment complicates the ability of leaders to make clear decisions. According to a recent study by Mckinsey (2020), most decision-making models are unprepared to deal with the uncertainty. While Africa is a vast panoply of cultures, this study will extend the strategic leadership literature by explicating how the philosophies of Ubuntu and Lakou can resolve current theoretical issues. This paper introduces an African diasporic view of strategic leadership and contributes by delineating the functions performed by strategic leaders from both perspectives.

DP1-3-4   Generation Z Employees: The Influence of Autocratic Leadership on Perceived Retention

Lovina Akowuah[1]

[1]University of Wisconsin- Parkside

Grounded in the Self-Determination Theory (SDT) (Deci et al., 2017), the present study investigates the adverse impact of autocratic leadership styles on employees' perceived retention within an organizational context. The retention of high-performing employees is a crucial factor for organizations to maintain their competitive edge. The departure of skilled personnel from an organization can have significant financial implications (Laulié & Morgeson, 2021). The study focuses on autocratic leadership style and its impact on perceived employee retention.

Table Number: 4
Chair: Nichole Wissman

DP1-4-1   Am I getting fired? How follower attachment shapes attributions for leader behavior

Dayna Herbert Walker[1], Tiffany Keller Hansbrough[2], Diana Sanchez[3], Kyle Ehrhardt[4]

[1]University of Colorado - Colorado Springs, [2]Binghamton University, [3]San Francisco State University, [4]University of Colorado Denver

Research on attachment styles in the workplace suggests that attachment dynamics influence leader-follower relationships. However, the mediating factors explaining how attachment impacts leader-follower relationships remain unclear. Current research and theory point to follower sensemaking as a key mechanism. In the current paper, we examine whether follower attributions for leader behavior may serve as a mediator in the relationship between followers' attachment and leader-follower relationship quality. Using two experiments, one of which includes full-time employees, we find that followers higher in anxious attachment are more likely to internalize blame for ambiguous events involving a leader, which in turn shapes how much anxious followers like the leader. Results contribute to leadership theory by elucidating the role of attributions in social information processing models of leadership.

DP1-4-2   Leadership beliefs, emergence and sharing

Andrew Hinrichs[1], Kim Hinrichs[2]

[1]California State University, Stanislaus, [2]California State University, Chico

In this developing research study, the central idea is that a person's leadership orientation will be associated with specific types of leadership they seek to provide to a team and will therefore be an antecedent of particular team leadership roles. Further, we suggest that different team-level leadership orientations may be more likely to result in the emergence of shared versus hierarchical leadership.

DP1-4-3   How the display of unexpected traits confers advantage to gay and straight male leaders

John Morton[1]

[1]California State Polytechnic University, Pomona

This developmental paper explores perceptions of gay and heterosexual male leaders as a function of their agency or communality, which are two traits important to effective leadership evaluations. As attitudes toward what makes an effective leader are changing, a more thorough understanding of how leaders' displays of agency and communality is warranted, especially related to the interaction of gender and sexual orientation. We predict that displays of agency will lead to a leadership advantage for gay males, while displays of communality will lead to a leadership advantage for heterosexual males.

DP1-4-4   Psychological Safety in Cross-boundary Innovation

Laura Black[1]

[1]Montana State University

This paper explores how using shared visuals and other representations can increase psychological safety and so improve collaborations among people working on cross-boundary initiatives. Boundary-crossing efforts are powerful ways to address complex problems because they integrate multiple ways of seeing and analyzing the world. But persevering challenges lie in collaborating with people who are trained in different fields and use different vocabularies and tools. I briefly summarize research on psychological safety in team effectiveness and literature on use of objects in knowledge innovation and then describe a process model of how using boundary objects may aid in developing psychological safety needed for team learning and performance. The goal is to identify approaches to enable individual and team learning needed for boundary-crossing innovation addressing societal challenges while supporting the well-being of workers undertaking these formidable efforts.

Table Number: 5
Chair: Suraj Sharma

DP1-5-1   Navigating Adversity: Unveiling Resilience Mechanisms and Actionable Insights for Entrepreneurs

Nastaran Simarasl[1], Mahshid Jessri[2], Pooya Tabesh[2]

[1]California State Polytechnic University, Pomona, [2]California State University, Los Angeles

In this work, we explore the mechanisms through which entrepreneurs can actively build resilience when experiencing hardship. We introduce four types of adversaries based on two criteria: intensity of impact (low vs. high) and frequency of occurrence (one-time vs. recurring). These four types of adversaries are 1) nuisance, 2) chronic hardships, 3) smoldering crisis, and 4) sudden crises. For coping with these adversaries, we provide a typology of strategies for entrepreneurial resilience-building: intervention coping strategy, marathon coping strategy, transcendental coping strategy, and ambidextrous coping strategy. We conclude by offering practical recommendations for entrepreneurs to enact these strategies.

DP1-5-2   Seeing more clearly with an embedded, intersectional lens: A literature review of women entrepreneurship in a Latin American context

Martha Rivera-Pesquera[1], Peter Moroz[2]

[1]Ipade Business School, [2]University of Regina

Previous research supports the assumption that women entrepreneurs clearly face unique disadvantages. While scholars have investigated the phenomenon of women entrepreneurship from various perspectives and contexts, there are still large gaps that require urgent redress, specifically in developing Latin American countries. This research seeks to better understand the phenomenon of women entrepreneurship in Latin America through a narrative literature review methodology. Understanding how women engage in the entrepreneurial process under the conditions of deeply engrained and distinctly conceptualized socio-cultural pressures may provide insight into how and why gender and culture interact to affect women's entrepreneurial participation. The approach will be theoretically guided by work developed by Brush et al., (2009) that examines the structural barriers inherent within entrepreneurial ecosystems to explore the issues of differential agency experienced by women entrepreneurs. Preliminary findings are presented, and a new perspective is discussed.

DP1-5-3   When time is of essence: Examining timing of product recalls in the biopharmaceutical industry

David Gomulya[1], Amrita Lahiri[2], Huizhi Yu[2]

[1]Singapore Management University, [2]Washington State University

Considering the hazard posed by defective products, we know relatively little about how firms determine when to recall products once they are known to have defects. Drawing on two competing perspectives: threat rigidity and stealing the thunder, this study examines the contingencies that determine the time it takes firms to announce a product recall after becoming aware of the defect. Our study contributes insights to the literatures on threat rigidity and 'stealing thunder' by clarifying conditions when each perspective is more likely to dominate in predicting the

timing of firm response to crisis. We contribute to practice by illuminating key drivers of the timing of product recall decisions – a type of firm action with significant implications for public health and policy.

DP1-5-4   Role of public entrepreneurship in the emergence of EV market

Anil Nair[1], Matthew Farrell[2], Sanjay Jain[3], Habib Islam[4]

[1]Old Dominion University, [2]Austin Peay State University, [3]California State University, Northridge, [4]Eastern Washington University

In recent years, scholars and public leaders have argued that an entrepreneurial approach is needed to solve some of society's most intractable problems. Thus, management and entrepreneurship journals have seen papers on various types of entrepreneurship — e.g., social, community, transitional — that seek to address socio-economic challenges. Along the same lines, we identify another type of entrepreneurship that has not received much scholarly attention: public entrepreneurship. Using a grounded case study approach, we analyze the California Air Resources Board's (CARB) actions to solve the state's environmental problems. We discuss how CARB saw the environmental problems in LA and other parts of the state as an opportunity to act entrepreneurially to enact regulations that enabled the creation of the EV market.

Table Number: 6
Chair: Connie James

DP1-6-1   Influence of Internal Controls on the Effectiveness of Corporate Investment Decisions

Andrey Simonov[1]

[1]University of Hawaii at Hilo

I examine the connection between internal controls and the efficiency of the firm's investments. This analysis takes into account the quality of the firm's accounting practices. I find that when considered individually, both investment audits and internal controls contribute to enhanced investment efficiency. However, it's important to note that either an investment audit or internal control over financial reporting alone does not suffice to increase investment efficiency. I contend and discover that investment audit, in combination with strong internal controls over financial reporting, leads to more substantial improvements in investment efficiency. These findings imply that investment audits and internal controls complement the oversight function provided by financial reporting.

DP1-6-2   Activists at the Gate: How do shareholder activists affect management attitudes toward innovation?

Geoffrey Plourde[1]

[1]California Lutheran University

This proposed study looks at different types of shareholder activism and how each affects management behavior toward innovation with a goal of reconciling conflicting findings regarding institutional investors and their impact on innovation.

DP1-6-3   Facebook: A Content Analysis of How Small Los Angeles Based NPOs Use Social Media To Engage Audiences for Advocacy

Wen Chen Denq1

[1]California Lutheran University

This study examined the Facebook activities of small nonprofits in Los Angeles to understand their social media use and audience responses. Prior research has distinguished three engagement strategies used by Nonprofits (NPOs), including information (raising awareness), action (mobilizing), and community (organizing). These strategies play essential roles in audiences, but also in moving individual supporters toward greater levels of engagement by becoming more engaged champions for the cause. A qualitative and quantitative analysis of organizational Facebook messages and audience responses will be conducted in three months. I will randomly select 15 NPOs. Organizational messages will be coded for their intended goal (including information, action, and community) and contents (i.e., event-related, mission-focused, and advocacy). Audience responses will be analyzed to identify the distribution of likes, shares, and comments and a sample of 60% of supporter messages was qualitatively analyzed to identify their core intents.

08:00-09:15   **PANEL 1 - EXPLORING THE INTERSECTIONS OF SOCIAL IMPACT, SYSTEMS THINKING, AND EQUITY-CENTERED DESIGN**

Location: International 4

Jonathan Westover[1], Summer Valente[1], Cassie Bingham[1], Sean Crossland[1], Ezgi Sertler[1], Stevie Munz[1]

[1]Utah Valley University

This interactive panel will bring together an interdisciplinary group of academic and practitioner experts in social impact education, design thinking, systems thinking, and impact measurement to discuss the intersections between these approaches. The panelists will explore how these strategies can be integrated into social impact work and how they can enhance community engagement. The discussion will also touch on the challenges of implementing these approaches, how to address them, and the potential impact they can have on creating positive social change. Audience engagement will be encouraged facilitated by the moderator. The panel will provide attendees with practical insights and strategies they can apply in their work and integrated into their organizations and communities. The session will be innovative, creative, and engaging, inspiring attendees to think critically about the intersections between these strategies and their potential to drive positive social change.

08:00-09:15   **TRADITIONAL PAPERS 1 – RESEARCH METHODS: EXPLORING NEW APPROACHES**

Location: Atlantic

Chair: Larry Williams

TP1-1   Machine Learning and the Evolution of Bottlenecks over an Ecosystem's Lifecycle

Jungyoon Jang[1], Yongsu Ahn[2]

[1]California State University, Sacramento, [2]University of Pittsburgh

Ecosystem bottlenecks limit or provide opportunities for actors to create and capture value. Despite growing interest, a theoretical gap remains regarding actor's strategic action on bottlenecks as ecosystems evolve since there has been little synthesis of research on bottleneck features and few studies on the relationship between bottleneck features and bottleneck evolution. This study addresses this gap by developing a machine learning model to predict bottleneck emergence in ecosystem stages. We examine 11 bottleneck features using text data in the online video ecosystem from 2007-2022, offering clarity on 4 attributes and 7 types of bottlenecks and enabling actors to anticipate bottleneck emergence and strategize accordingly. My study contributes to the theory of constraints by providing the model that enables actors to predict which stage a bottleneck will emerge in, which in turn will help actors to initiate strategic action and scholars to foster rigorous research in this field.

TP1-2   Exploratory Insights on the Digital Future of Change Management based on Human Experts and ChatGPT

Saskia Hasreiter[1], Rouven Kanitz[2], Martin Hoegl[1]

[1]Ludwig Maximilian University of Munich, [2]Rotterdam School of Management

Digitally Enabled Change Management (DCM) leverages digital technologies (DT) to enhance change management processes. Despite organizations experimenting with DCM, there is limited understanding of its practical and theoretical impact. To address this gap, we conducted a two-stage exploratory research approach. Initially, a Delphi study engaged 70 human experts across four online survey rounds. Subsequently, we posed the same questions to the generative artificial agent, GPT-3 by OpenAI. Integrating insights from both human and artificial sources revealed (1) six use cases of digital technologies for change management, (2) a rank list of potential benefits and risks of DCM, (3) unique insights into new trends and the anticipated future of change management, and (4) directions for future research on DCM. Overall, our study advances research on the digital future of change management, paving the way for accelerated exploration in this emerging field.

TP1-3   Mesearch before Research: Qualitative Knowledge Production

Christopher Collins[1]

[1]Pepperdine University

There is an intricate bond between a person's individual characteristics and how they engage in research. Methods of research that involve higher levels of human interaction are qualitative and naturalistic. These methods rely on intricate descriptions of complex interactions, behaviors, experiences, attitudes, and values. Research that is rooted in the context of the topic as well as the context of the researcher is more transparent and, consequently, more influential. Mesearch is a focus on the growth of consciousness about self in the context of research. An awareness and understanding of that connection will influence how research is both understood and conducted.

08:00-09:15   **TRADITIONAL PAPERS 2 – EMPLOYEE RESPONSES TO HARDSHIP**

Location: Pacific 2

Chair: Steve Zhou

TP2-1   What happens to "us" when the light burns out: The impact of burnout on relational attributions and relationship improvement behaviors

Erica Holley[1], Marion Eberly[2], Upasna Agarwal[3], James Avey[1]

[1]Central Washington University, [2]University of Washington-Tacoma, [3]National Institute of Industrial Engineering

While relational attributions were introduced over a decade ago, much is still to be learned about the way relational attributions are made and the behaviors they motivate. To define the antecedents and consequences in more detail, it is beneficial to simultaneously explore the relational attributions employees make for the positive and negative elements of their performance. We argue for differential relationships between relational self and positive/negative relational attributions and the moderating effect of burnout, and we develop a moderated mediation model to show that relational attributions motivate relationship improvement behaviors. We test the model with 324 professionals based in three organizations in India who worked remotely in highly collaborative environments during the COVID-19 pandemic. We find partial support for our hypotheses including relational attributions for positive performance elements and discuss the implications of our findings.

TP2-2   Workplace Commitment and Well-Being in the Post Covid-19 Era

Issam Ghazzawi[1], Fengmei Gong[1]

[1]University of La Verne

The COVID-19 pandemic rapidly changed how people and organizations function. For many, it is the most drastic shift in our lives since the Industrial Revolution, as it created increased uncertainty and posed threats to organizations and their employees' performance and viability. This study investigates the impact of COVID-19 on people's commitment to their organizations and to what degree it was affected, if at all. Additionally, the current research investigates the consequences of commitment or its lack to employees and their organizations. Study findings in the aftermath of COVID-19 might help illuminate the knowledge regarding commitment causes, effects, and implications for practitioners and academics.

TP2-3   Up and Down on the Farm: Efficacy Work as a Buffer to Burnout

Devin Rapp[1]

[1]University of Utah

My study of farmers during their busy harvest season underscores the importance of traditional subcomponents of burnout (e.g., inefficacy), as well as presents a novel theoretical model explicating the dynamic process of burnout and its management. My findings highlight how strong occupational identification informs efficacy evaluations, increases the influence of efficacy events on burnout and engagement, and insulates individuals from detachment. Furthermore, efficacy work, which involves intentional tactics by workers to manage their perceptions of competence and experience of burnout. I include practical and theoretical implications for efficacy work and describe how subcomponents of burnout may be particularly impactful in buffering burnout in ways that allow for strongly identified workers to be engaged despite challenging or burdensome work demands.

TP2-4   Endless Scrolling through Social Media and Work Boredom: A Dynamic Spillover of Information Overload

Tathagata Bhowmik[1]

[1]Case Western Reserve University

This paper is based on the premise that young adults as knowledge workers are overstimulated by a constant bombardment of information from social media and television. The redundant and noisy information overload extracts cognitive resources without providing meaningful interaction, resulting in an aversive state of boredom characterized by a desire to engage in any meaningful activity but being unable to. I review the literature on boredom where I pick a situational model called the Meaning and Attention Components (MAC) model of boredom and adapt it to explain the phenomenon. Then, I explore the nature of information overload and theorize a dynamic spillover of boredom into organizational life by describing how overstimulation is carried into their organizations by workers who are unable to expend mental energy to perform cognitively demanding tasks. In the final section, I explore the perilous ramifications of this spillover on the workers and their employers.

| 08:00-09:15 | **THEORY DEVELOPMENT WORKSHOP** (Open to Consortium participants only) |

Location: Pacific 1

Paul Godfrey[1]

[1]*Brigham Young University*

Theory development is an essential requirement to producing top-quality management scholarship. Many scholars believe that some of us "have it" and others of us "never will" in terms of theory development. In this workshop you'll learn a set of skills and models that can help you develop better theory and improve the quality of your academic work.

| 08:00-09:15 | **WORKSHOP 3 - EFFECTIVE AND ETHICAL EXPERIENTIAL LEARNING FACILITATION: A TRAIN-THE-TRAINER SESSION FOR BOLMAN & DEAL'S POWER SIMULATION** |

Location: International 1

Kathy Lund Dean[1], Alix Bolinger[2], Dave Hannah[3]

[1]*Gustavus Adolphus College,* [2]*Idaho State University,* [3]*Simon Fraser University*

Bolman and Deal's (1979) "A simple—but powerful—power simulation" is an award-winning learning simulation that enhances student learning with its immersive design, meant to emotionally engage students in learning about organizational power and influence. The simulation creates an environment eliciting role-based power and influence behaviors, moving students from cognitive understanding to realistically experiencing how power and politics can impact managers and workers. Because of that immersion, newer educators may hesitate to run it with their own students. A train-the-trainer session, we'll run the power simulation as if it were a class, allowing WAM educators to experience the activity, and learn effective and ethical debrief and preparation steps.

| 09:20-10:35 | **ROUND TABLES - SESSION 2** |

Location: International 2

Table Number: 1
Chair: Johana Capitano

DP2-1-1 'Can we Talk?' An ecological systems frame for educator responses to student mental health needs
Kathy Lund Dean[1], Regina Bento[2]

[1]*Gustavus Adolphus College,* [2]*University of Baltimore*

University student mental health burdens are increasing globally. Current response and support systems generally include students' own mental health providers along with institutionally-supported clinicians, but due to cost and availability, institutions advocate increasingly for faculty to serve as student mental health resources. In this article, we argue that expecting, hoping, or simply assuming that faculty can and should serve as mental health 'providers' of a sort for students' needs is inappropriate, unethical, and unsustainable, mainly because such interventions are atomistic and individualized. We use Bronfenbrenner's ecological systems theory to model a holistic response that honors individuals, recognizing the dynamic interactive impacts of environment and context over time. We offer a practical model, re-sourcing support in multi-faceted ways that recognize the limitations of utilizing individual faculty in a quasi-clinical role.

DP2-1-2 Indigenous Identity in the Workplace: Exploring the Intersection of the Professoriate and Being Well
Carma Claw[1]

[1]*Fort Lewis College*

Indigenous identity in the workplace has become an increasingly significant area of focus (Jones, 2020; Karthik, 2021, Thorpe-Moscon and Ohm, 2021) within the context of wellness. As organizations strive to address the increasing diverse environments as demographics in the workforce change, understanding the unique experiences and challenges faced by Indigenous employees is essential in the work of more inclusive spaces and opportunities. This work explores the intersection between Indigenous identity and being well in the workplace, shedding light on the key themes, challenges, and opportunities.

DP2-1-3   Lessons from work in academia: How the dichotomy of teaching and living self-care challenges identity

Elizabeth Cartier[1]

[1]Fort Lewis College

This research explores the contradiction in teaching and living self-care and how this dichotomy challenges an academic's identity. Utilizing a critical constructivist lens, this autoethnographic research follows the process of teaching stress reduction and stress management techniques in a 300-level Organizational Behavior course as an example of how work practices can be at odds with home practices when working in higher education. This qualitative process includes collection of an inner dialogue through journal entries, reflective discussions, and class notes. The argument that has emerged in the preliminary autoethnographic analysis suggests that our identities shift by questioning legitimacy of the content, changing teaching techniques, and alerting personal confidence when our work processes and home processes are unbalanced and inequitable.

DP2-1-4   Understanding Issues Related to Mental and Physical Well-Being of Doctoral Students

Mohammad Tajdin[1], Sebnem Cilesiz[1]

[1]University of Louisiana at Lafayette

Although earning a doctoral degree has professional, financial, and social rewards, the demands of doctoral education, coupled with the institutional structures of academia can make this a taxing period for doctoral students, jeopardizing their mental and/or physical well-being. Despite increasing concern for doctoral students' well-being, there is minimal research on the experiences of this particular population. Not only is it critical to improve doctoral students' mental and physical well-being per se, but it is also necessary as a means toward better management of resources. This developmental paper seeks to identify and report conditions that may affect mental and/or physical well-being of doctoral students as well as interventions that may remedy any negative effects.

Table Number: 2
Chair: Brian Downs

DP2-2-1   Mission Accomplished? Understanding the Role of Religion-Driven Experiences in Bridging the Class Divide at Work

Emily Corwin[1], Lauren Simon[2], Marilla Hayman[2], Jacqueline Tilton[3]

[1]Bentley University, [2]University of Arkansas, [3]Appalachian State University

Religion is a dimension of diversity that influences how individuals view the world and themselves, and thus, has implications for employee behavior and well-being. An overlooked mechanism through which religion may impact employees is through facilitating exposure to people from different social classes. We conduct a qualitative study to uncover whether religion-driven experiences exposing people to others from different social classes diversifies their cultural capital — a competency that allows people to comfortably adapt behavior across social class contexts, and that can spillover to facilitate workplace cross-class interactions. Initial thematic analyses indicate social class is salient in many responses, and that religion-driven experiences increase people's understanding of others who are different from them —including those from different social classes. These experiences help employees act more inclusively toward people from different social classes and in general at work.

DP2-2-2   Using Equity-Centered Design in Diversity Management to Increase Dynamic Capabilities

Jamie Borromeo[1], Kim Clark[2], Yuan Li[2]

[1]DEI Consultant, [2]Saint Mary's College of California

Three years after the killing of George Floyd and the subsequent rise of corporate diversity, equity, and inclusion (DEI) initiatives, it has become clear that DEI effort is not working well. Some organizations have attempted to improve DEI by employing the concept of equity-centered design (ECD), which integrates design thinking into the goal of achieving equity. We review some of the key frameworks of ECD and propose a theoretical synthesis of a ECD framework that considers key dimensions of design when placing equity at the center. We argue that this framework can allow organizations to harness DEI in enhancing their dynamic capabilities. We also identify the change agents —who we call consciousness carriers —who are critical to carry out the work of DEI by redesigning organizational processes and practices.

Table Number: 3
Chair: Dayna Herbert Walker

DP2-3-1 Student Supported Wellness and its Impact on Student Commitment: A Two-Country Study

Loren Dyck[1], William Luse[2], Gareth Craze[3]

[1]*University of La Verne, [2]University of LaVerne, [3]Western Sydney University*

This research proposal examines the association between perceived organizational support (POS) for wellness and student commitment (SC) of undergraduate students at universities across the United States and at a Vietnamese university. We contend that even non-participating students will demonstrate increased SC because the efforts of the university wellness programming and services will be perceived as care and concern for students. Further, we hypothesize that exercise self-efficacy (ESE) will have a significant positive association with wellness participation within and outside the university which in turn will each have a significant positive relationship with SC mediated by health behavior changes. We will also examine how concerns about COVID-19 may moderate the association between student wellness participation and student health behavior change. It is expected that the incremental benefit of POS for student wellness will result in increased SC in both countries.

DP2-3-2 The Precarity of Creative Labor of the Subaltern: Studying the Bauls

Tathagata Bhowmik[1]

[1]*Case Western Reserve University*

This developmental paper outlines a study to explore the economic marginalization of the Bauls, a group of traveling folk performers from Bengal (present-day West Bengal and Bangladesh), through the commodification of their aesthetic position in Bengali culture by the urban elites and their entanglement with the neo-liberal values of the tourism and entertainment industry, with or without volition. It also aims to measure the Bauls' negotiation with the power structures of caste and class hegemony, to realize their individual agency. I begin by introducing the nception of the Bauls and their journey as musical performers through the tumultuous periods of colonial rule and post-independence in India and the research objectives of studying the process of assigning value to labor in the cultural/creative economy and the ways in which power dynamics manifest themselves in the exchange. Then, I briefly explain my intended research methods and the likely contributions of the study.

DP2-3-3 - Click, Connect, and Change: Leveraging Social Media for DEIJ Engagement in Business Education

Setayesh Sattari[1], Wen Chen Denq[1]

[1]*California Lutheran University*

In our rapidly evolving world, fostering inclusive educational systems has become a global imperative. Business schools play a vital role in advancing Diversity, Equity, Inclusion, and Justice (DEIJ) within workplaces, preparing future leaders. To equip students for the workforce of tomorrow, exposing them to diverse perspectives is essential. Social media platforms, powerful tools for communication and community-building, have transformative potential. However, research on how business schools use social media for DEIJ engagement is limited, highlighting a critical gap. California, specifically in Ventura and Los Angeles County, with its unique landscape of private higher education institutions committed to DEIJ, offers a distinctive context. Through content analysis on Instagram and X over a semester, our study aims to reveal how private California universities utilize social media to enhance student engagement in DEIJ initiatives. This research contributes to the ongoing discourse on diversity, equity, inclusion, and justice in higher education.

Table Number: 4
Chair: Ji Woon (June) Ryu

DP2-4-1 Exploring International Students' Career Path From The Lens of Social Cognitive Career Theory

Jihye Oh[1]

[1]*Azusa Pacific University*

International students comprise a substantial population in higher education; however, there has been limited understanding of international students' unique career paths/trajectories, despite that they serve as potentially invaluable global human talents. To extend the applicability of SCCT to international students' samples, I examined the interplay of personal (self-efficacy, cultural adjustment) and contextual (social support) factors and its impact on intention to remain abroad after graduation and pursue careers in the U.S. To do this, 323 participants in the U.S. completed both the Time 1 and Time 2 surveys were put into the analyses. PROCESS results showed that: (a) there is a statistically positive association between social support and cultural adjustment, self-efficacy, and career success expectations, respectively, while no direct effect on intention to remain abroad; (b) social support has a full indirect effect on intention to stay in the U.S. via cultural adjustment and career success expectations, and (c) cultural adjustment and self-efficacy have no impact on career expectations. This study contributes to understanding of how international students' career intentions are shaped at the international context, moving beyond the dominant focus in White, male, and middle-class students in the career literature.

DP2-4-2   How Subtle Signals Inform Observational Learning in Organizations

Tory Taylor[1], Nazli Mohammad[1], Garret Ridinger[1], Rafik Beekun[1]

[1]University of Nevada, Reno

Workplace misconduct is a common problem with serious consequences for individuals and organizations. This research aims to understand how people learn from observing misconduct and responses to it in the workplace. Through a three-study approach, we plan to investigate the influence of corrective, complacent, and reinforcing responses to misconduct on observer outcomes, including social norms, job satisfaction, and psychological safety. We also test whether responses affect the likelihood of modeling the original misconduct or observed responses. This research may have several important implications for understanding and preventing workplace misconduct. By better understanding how people learn from observing misconduct and responses to it, not only do we enhance theory, but we equip organizations with knowledge that may develop more effective interventions to create more positive and productive workplaces.

DP2-4-3   Promoting Deep Acting in The Legal Profession: Relational Identification and Cultural Competence as Moderators of Employee Reactions to Unfair Customer Treatment

Luciana Simion[1]

[1]Claremont Graduate University

Legal professionals face significant emotional labor in their daily work, leading to emotional exhaustion and burnout. The traditional legal professionalism model emphasizes self-control, discouraging professionals from addressing emotional burdens. Witnessing leadership customer unfairness (LCU) can exacerbate this issue by triggering negative emotional responses in subordinates, pressuring them to conceal their genuine emotions through surface acting (SA), an emotional labor strategy with substantial adverse effects on employees' well-being. Alternatively, employees may engage in deep acting (DA) to display genuine sympathy or concern towards mistreated customers, fostering more favorable employee and customer outcomes. This cross-sectional study will survey 300 legal professionals to identify buffering mechanisms of the LCU's negative impact on DA to ultimately foster DA. Employee-customer relational identification and cultural competence are proposed such mechanisms. Validating this model will encourage empathetic and client-centered approaches, promoting healthier work environments and better client experiences.

Table Number: 5
Chair: Christian Van Buskirk

DP2-5-1   Is There a Place for Liberatory Consciousness in Business Schools?

Phylicia Taylor[1], Tsedale Melaku[2], Jerome Stewart[3], Robert Bonner[4], Verónica Rabelo[4]

[1]Florida A&M University, [2]Baruch College, [3]University of San Francisco, [4]San Francisco State University

The triple threat of state-sponsored racial violence, the COVID-19 pandemic, and climate change have contributed to increasing levels of injustice. Such precarity threatens the well-being of our communities, particularly those who are most vulnerable to these threats. Leaders of many business schools have taken a vocal stance against these threats, and yet business schools are also sites where organizational injustice originates. We believe that it is possible to transform business schools into spaces where people can learn how to identify and redress injustice. To address this possibility, we draw on Barbara Love's concept of liberatory consciousness, a framework to help people foster institutional change with respect to equity and justice. This essay provides an overview of impediments to adopting liberatory consciousness in business schools, strategies for overcoming these challenges, and benefits of adopting liberatory consciousness despite and amidst these challenges.

DP2-5-2   AI-Driven Innovative Learning and Engagement for Teams Through Student-Led Inquiry

Luke Langlinais[1], Sarah Schobinger[1], Jonny Woo[1], Aubrey Knox[2]

[1]Belmont University, [2]Vanderbilt University

The goal of the constructivist approach is to empower students to become independent, self-directed learners who can think critically and solve problems in any context. We suggest embracing the capabilities of readily available AI interfaces, such as ChatGPT, while establishing clear guidelines for the ethical use of it to enhance student learning and achievement. By integrating individual research, teamwork, and service-learning, this paper offers an overview of how organizational behavior and related concepts can be learned experientially. If students are allowed to use AI as a starting tool and research as a finishing tool, they may be more engaged in learning, achieve higher-order thinking, and achieve better outcomes.

DP2-5-3   Advancing Graduate Management Education: Integrating AI and Systems Thinking to Enhance Research, Training, and Career Preparation

Stephanie Voss[1], Ryan Weber[1], Laura Hyatt[1]

[1]Pepperdine University

Graduate management education has evolved over time, with an increasing focus on leveraging technological advancements to enhance learning experiences and research outcomes. In recent years, the emergence of artificial intelligence (AI) has sparked interest in its potential applications in various domains, including education. This study uses system thinking to examine the integration of AI in graduate management education and assess how this technological advancement can improve research, training, and career preparation for graduate management students. The research findings demonstrate the potential of AI to advance systems thinking in graduate management education and offer valuable insights for faculty and program developers seeking to integrate AI to enhance learning and training experiences within their graduate and postgraduate programs.

DP2-5-4   Does AACSB As We Currently Know It Help or Hurt the Future of Business Schools?

Sally Baack[1], Richard Stackman[2]

[1]San Francisco State University, [2]University of San Francisco

Higher Education today faces an unprecedented set of challenges. Even before the COVID pandemic, institutions of higher education were facing questions about their relevance and necessity. Business schools are not immune from such concerns. In this developmental paper intended as an essay for the Journal of Management Inquiry, we specifically focus on the concerns and issues related to accreditation and the future of business schools. The role of AACSB in helping or hurting business schools navigate today's complexities and volatility is important to investigate. At issue is whether AACSB can be the beacon toward a new reality or the guardian of the old ways. The history of and lessons from the NCAA provide both an example and lessons for AACSB.

Table Number: 6
Chair: Kate Scott

DP2-6-1   CSUN Women in STEM Career Experiences and Challenges

Negin Bani Esfahani[1], Zhaleh Semnani Azad[2], Shiva Taghavi[3], Richard Moore[2]

[1]California State University, Northridge, [2]California State University, Northridge, [3]

This research will find post-graduation challenges faced by women in STEM fields to determine the necessary support required for them to achieve their desired careers. Additionally, data collected in this study will offer insights into the influence of gender and cultural backgrounds on the career advancement of women in STEM fields. Ultimately, researchers will design an intervention study to further assist STEM students in integrating their gender and professional identities, thereby enhancing their sense of belongingness to the STEM field. To test our hypotheses, we will collect survey data from female STEM professionals who graduated from a large university in the US. The survey will employ random and cluster sampling techniques, with a targeted sample size of 300 participants. We plan to analyze data using SPSS Process Macro (Hayes, 2013) models. Our research contributes to the literature on gender biases in STEM fields and implicit theories of gender roles.

DP2-6-2   A Mentoring Framework for Black Women Mentees

Kayla Parker[1], Kristina Shea[1]

[1]Claremont Graduate University

Black women face significant barriers during leader development due to their intersectional, marginalized identities. Specifically, black women are vulnerable to the negative effects of sexism and racism. Mentorship can help combat these challenges by providing skills to address bias and negative perceptions. In order to provide effective mentoring for black women, researchers and practitioners need to consider the demographic characteristics of the mentoring dyads. As such, this paper provides A mentoring framework to help organizations, mentors of Black Women, and Black Women mentees foster effective mentoring dyads.

DP2-6-3   'Who' makes a 'good' leader? Examining the influence of leader gender with perceptions of leader competency and workplace outcomes

Lindsey Darvin[1], Sarah Lotspeich[2]

[1]Syracuse University, [2]Wake Forest University

Gender stereotypes suggest men are better fit in roles of leadership. The multi-billion-dollar sport industry is an example of this trend. Further, the extant literature is limited in its examinations of the validity of these stereotypes that influence a woman's ability to obtain leadership roles. To address this gap, the current study asked U.S. intercollegiate administrators and coaches to evaluate their supervisors' leadership capabilities

across 15 leadership competencies. The current study sought to better understand the impact, if any, of a leader's gender on their perceived leadership competencies. We employed ordinal regression modeling to examine the relationship between competency evaluations for supervisor gender and outcome variables of subordinate job satisfaction and organizational commitment. Findings revealed no statistically significant differences between the evaluations of men and women leaders by subordinates.

09:20-10:35   **TRADITIONAL PAPERS 3 – NEW APPROACHES IN MANAGEMENT EDUCATION**

Location: Atlantic

Chair: Ebru Ipek

TP3-1   Stimulating Simulation: Putting Students' Time Management to the Test

Eric Lamm[1], Jennifer Tosti-Kharas[2]

[1]San Francisco State University, [2]Babson College

Notwithstanding students' best efforts to not miss deadlines, effective time management is a skill that seems to constantly elude them. This is a problem because managing time effectively is a top skill that employers seek when hiring college graduates. This paper modifies and updates a highly engaging, experiential exercise. It encompasses a free, easy-to-use, simulation in which students have to make fast, critical decisions during a 30-minute time frame. Afterwards, a lengthy debrief is conducted in which students must justify their decisions while receiving feedback about how they fared compared to others in the class, and underscoring key learning objectives about time management, communication, and managing stress. This exercise is suitable for any management course covering time management and has been successfully used at both the undergraduate and graduate levels, and both face-to-face and online in a synchronous format.

TP3-2   Fairness in Practice: Contemporary Applications for Managers from the Field of Organizational Justice

Stephanie Dailey[1]

[1]Claremont Graduate University

The pandemic has emphasized the role of organizational justice in fostering employee wellbeing. Organizational justice, referring to employee perceptions of fairness, is a robust research field that offers insights into how organizations should approach contemporary issues. Perceptions of fairness impact employee attitudes, behaviors, wellbeing, and performance. I synthesize theories and research and offers strategies that managers can use to promote justice in practice. Lessons from contemporary organizational justice research relate to ethical reputations, supervisor fairness consistency, the role of expectations, affective and cognitive drivers of fairness perceptions, and group dynamics. Practical implications for managers include expressing fairness as a value, behaving consistently fair, instituting fair policies and procedures, practicing emotional self-regulation, generating supportive interactions, communicating openly and widely, and soliciting feedback.

TP3-3   The Art of the Inverse Lecture: Integrating Experiential Learning with the Challenges of Examination Requirements

Jerry Hoover[1]

[1]Texas Tech University

An oral examination technique based on the integration of direct experiential learning (DEL) and vicarious experiential learning (VEL) called Hot Seats is presented as a mechanism for enhancing student learning engagement and depth of management education student learning retention. The rationale for the use of the Hot Seat examination dynamic is presented based on several stated premises about the state of modern management education. A model of integrative experiential learning combining direct experience and vicarious observational experience is developed. The paper concludes with a detailed description of the Hot Seat inverse lecture process and its potential for enhancing student engagement.

TP3-4   Turning Audiences Into Change Agents: How Impact Producers Build Film-based Campaigns for Social Change

Stephan Manning[1], Nichole Wissman[2]

[1]University of Sussex, [2]University of San Diego

Many complex problems, multi-dimensional social and environmental issues, or "grand challenges," require enduring collective action at multiple levels, including shaping national policies and discourses. The recent phenomenon of film impact campaigns (ICs) provides insight into how social change efforts are structured through the strategic use of cultural artefacts that connect different issue areas- or organizational fields. We show how catalysts within ICs build temporary infrastructure or scaffolding practices to link creative narratives across multiple interrelated issues and impact goals, mobilize issue-related partners to scale impact, build and expand prior and existing initiatives, and address disparate audiences to promote different forms of influence. We show that catalysts influence change processes by amplifying issues and interconnecting change agents at multiple levels – from local communities and policymakers to global issue fields – which provides new foundations for collective action and, sometimes, enduring change.

09:20-10:35   **TRADITIONAL PAPERS 4 – FIRM-LEVEL ENTREPRENEURIAL CONSIDERATIONS**

Location: Pacific 1

Chair: Clint Chadwick

TP4-1   Corruption and Entrepreneurial Intentions: A Cross-national Comparative Perspective

Yefeng Wang[1], Yifan Wei[2], Da Huo[3], Praveen Parboteeah[1]

[1]University of Wisconsin Whitewater, [2]University of Manitoba, [3]Dalian University of Technology

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 59 countries, our hypotheses receive strong support. Our study sheds new light on the role of corruption in entrepreneurial intention and complements the literature of entrepreneurial ecosystems and international business.

TP4-2   Not Quite to Stereotype: Attributions for Entrepreneurial Men and Women-owned Business' Performance in Competence-based Alliances

Wenjun Wang[1], Libby Leann Weber[1]

[1]University of California, Irvine

Men are stereotyped as competent but not warm, while women are warm but incompetent. They are judged differently when behaving consistently or inconsistently with stereotypes. Entrepreneurial businesses are closely linked to founders' identities. In alliance contexts, stereotypes can impact how focal firm managers perceive the performance of their men and women-owned entrepreneurial partners. This paper examines differences in competence and benevolence perceptions in such partnerships after the execution of competence tasks. We find negative competence task performance leads to less competence trust in men than women-owned businesses. The interaction of gender and competence task performance has an indirect effect on focal firm managers' intention to remain in the alliance and benevolence trust through their perceptions of competence trust. Thus, while women-owned businesses are not rewarded for positive performance, men-owned businesses are punished for negative performance.

TP4-3   "Intergenerational Potluck": Designing Skip-Generation Entrepreneurial Collaborations

Mark Bolinger[1], Alex Bolinger[2]

[1]Appalachian State University, [2]Idaho State University

Skip-generation entrepreneurial collaborations have begun to gain traction as a means for fostering financially successful entrepreneurial activity among individuals in age cohorts (i.e., youth and seniors) that have been historically underrepresented in entrepreneurship. However, poorly designed skip-generation entrepreneurial collaborations have the potential to not only hinder venture outcomes, but also to embitter the participants and reinforce ageism and related stereotypes. In this paper, we draw on the intergroup contact hypothesis to conceptualize "checkpoints" for designing skip-generation collaborations that foster empathy and mutual perceptions of benefit among participants, intergenerational solidarity, and stronger venture performance as well as individual and community/societal outcomes.

09:20-10:35   **TRADITIONAL PAPERS 5 - INFLUENTIAL RESOURCES TO WELL-BEING**

Location: Pacific 2

Chair: Neil Walshe

TP5-1   The Slack Effect: Digital Messaging Platforms Integrate Work-Nonwork Boundaries in Good and Bad Ways

Ji Woon Ryu[1], Roshni Raveendhran[2], Tami Kim[2]

[1]Portland State University, [2]University of Virginia

With the rise of professional messaging platforms such as Slack, email is no longer a choice tool of digital communication for today's workers. We theorize that different digital communication channels trigger distinct workplace norms. Specifically, we suggest and report that merely changing the channel from email to messaging integrates both intrapersonal and interpersonal work-nonwork boundaries. Regarding the ormer, communicating via messaging (versus email) made workers feel greater pressure to work even during nonwork hours, increasing stress. Regarding the latter, communicating via messaging (versus email) made workers perceive their workplace relationships as less transactional and thus feel closer to colleagues. We term this phenomenon the "Slack effect" and also show that company policies or cultural norms that

explicitly discourage work communication outside of regular work hours can help mitigate felt workplace pressure without hurting interpersonal closeness.

TP5-2   Fostering Work and Well-Being: Empowering Hispanic Managers in the US through Authentic Leadership, Emotional Intelligence, Resilience, and Mindfulness

Louise Kelly[1], Patricia Denise Lopez[2], James Okrah[3], Eissa Hashemi[4]

[1]University of La Verne, [2]California School of Professional Psychology, [3]Ural Federal University, [4]The Chicago School

This study explores the link between authentic leadership, Emotional Intelligence (EI), resiliency, and mindfulness among Hispanic Managers in the US. It sheds light on how these factors contribute to authentic leadership development, particularly within the Latinx leadership context. Findings indicate that emotional intelligence, resiliency, and mindfulness are crucial in shaping authentic leadership, offering benefits like heightened self-awareness and empathy. However, there are challenges, notably with mindfulness. Cultural elements, such as Latinx cultural values, impact how Latinx managers perceive and exhibit authentic leadership. Results from a sample of 230 Hispanic managers reveal moderate correlations between emotional intelligence and authentic leadership, while mindfulness and resilience are positively and significantly associated with authentic leadership. Notably, as years of experience increase, the relationship between emotional intelligence and authentic leadership weakens, influenced by cultural factors like personalismo and familial ties. Furthermore, mindfulness and resilience appear influenced by cultural values, including personalismo and interpersonal relationships in Hispanic culture.

TP5-3   Status, Wellbeing, and Bad Behavior

Yang Zhang[1], Stephen Mcguire[2], Robert Tang[3], Carmen Paunescu[4], Juan Perusquia[5], Ana Monsalud[2], Yi Ze (Jim) Zhang[2]

[1]Indiana University Southeast, [2]California State University, Los Angeles, [3]De La Salle College, [4]Bucharest University of Economic Studies, [5]Universidad Autónoma de Baja California

We studied what predicts "good" and "bad" behavior and the relationship between these behaviors and two types of wellbeing, based on social exchange theory and the happiness literature. 880 responses from college students in Mexico, the Philippines, Romania, and U.S. provided qualitative data and survey responses. We found that subjective wellbeing positively predicted citizenship ("good") behavior and work quality, while negatively predicted deviant and neglect ("bad") behavior at work and in college, and also mediated the relationship between status and behavior. In addition, Subjective Wellbeing (roughly equivalent to hedonic happiness) predicted psychological wellbeing (eudaimonic happiness). Finally, we found that Subjective Wellbeing mediated the relationship between Status and (a) Neglect Behavior, (b) Deviant Behavior, (c) Work Quality, (d) Citizenship Behavior, and (e) Psychological Wellbeing. When students are currently happy (e.g., subjective wellbeing), they are more likely to demonstrate desirable citizenship behavior, low levels of deviant work behavior, and feel self-fulfilled (psychological wellbeing), regardless of their status.

TP5-4   Career Crafting Through Self-Commitment: A Moderated Mediation Approach

Areej Alarifi[1], Saleh Bajaba[2]

[1]King Abdulaziz University, [2]Florida Gulf Coast University

In today's rapidly changing professional landscape, individuals are more proactive about their career progression. We examined how Self-commitment (SC) influences career crafting (CCR), leaning on career construction theory. The focus was on career adaptability's (CA) mediation role and job autonomy's (JA) moderating effect. Data from 363 US employees was analyzed via hierarchical regression and PROCESS Macro. Results indicate SC impacts CCR with CA as a mediator. The relationship between SC and both CA and CCR is moderated by JA. This research sheds light on mechanisms connecting SC and CCR and delves into broader implications and future avenues.

09:20-10:35	WORKSHOP 4 - AGENT-BASED MODELING IN ORGANISATIONAL RESEARCH: OPPORTUNITIES AND CHALLENGES

Location: International 4

Sophia Thomas[1], S.R. Aurora[2]

[1]Texas Tech University, [2]Arizona State University

Agent-based modeling (ABM) has gained popularity in the social sciences in the last two decades thanks to its ability to model heterogeneous, interdependent agents in complex systems and its versatility in complementing other research methods. However, ABM still faces many skeptics in the research, review, and publication processes. One reason for this slow acceptance and adoption in our field, relative to other fields of social sciences, is the lack of methods training available to interested researchers as well as journal editors and reviewers. In this PDW, we address the strengths and weaknesses of ABM as well as opportunities and challenges in conducting and publishing ABM research. Workshop participants will leave with a deeper understanding of ABM as a research method and introductory skills as a starting point for using ABM to answer their own research questions.

09:20-10:35   **WORKSHOP 5 – CREATING HIGH-PERFORMANCE INCLUSIVE STUDENT TEAMS**

Location: International 1

Ruth Bernstein[1], Amy Johnson[1]

[1]*Pepperdine University*

This workshop focuses on improving how to facilitate student teams, specifically diverse teams. Our increasingly diverse student populations often exacerbate team tensions, reducing team performance and the opportunity for the students to learn from one another. Based on 25-years of experiential teaching and the empirically-based approach outlined in Bernstein, Salipante, and Weisinger's 2022 book Performance through Diversity and Inclusion: Leveraging Organizational Practices for Equity and Results, we address the challenges and successes we have experienced in using student teams to achieve our pedagogic expectations. Using Bernstein et al.'s Framework for Inclusive Interactions we demonstrate how teams may engage in inclusive interactions in a way that "forces" authentic, collaborative, performance-enhancing engagement around the team's mission or purpose. Ignoring the diversity within teams undermines the legitimacy of the student experience.

10:35-10:45   **COFFEE BREAK**

10:45-12:00   **ROUND TABLES - SESSION 3**

Location: International 2

Table Number: 1
Chair: Aaron Pagel

DP3-1-1   Leader Humor Across Levels

Cecily Cooper[1], Nathan Hiller[2]

[1]*University of Miami,* [2]*Florida International University*

Leaders use humor. This humor has real effects and has been a topic of scholarly interest. We review and interpret this literature though the lens of leader hierarchical level (front-line managers versus senior executives), enumerating intriguing research possibilities and practical implications. We know much more about the humor of front-line leaders than executives, and much more about benefits than risks of leader humor. Not only are the risks and benefits likely to be amplified for executives, but they are qualitatively different due to the differential reach of executive leadership. In terms of enacting humor, the more diverse set of observers and stakeholders for executive leaders versus front-line managers creates additional challenges and a narrower window for successful use of humor.

DP3-1-2   Developing Champions of Diversity with Appreciative Inquiry

S.R. Aurora[1], Robert Kirsch[1]

[1]*Arizona State University*

Belonging, accessibility, justice, equity, diversity, and inclusion (BAJEDI) efforts usually take the form of training and other top-down approaches that focus on compliance rather than compassion. We argue that faculty, whose lived experience is vital to developing and assessing department culture, are in the best position to become BAJEDI leaders who define the challenges they face and identify the opportunities available to them in their local context. This project proposes to help academic units develop BAJEDI plans by engaging faculty in an appreciative inquiry summit to identify obstacles to and determine desirable outcomes of BAJEDI in their department. By utilizing an inclusive, appreciative framework of inquiry, we propose that faculty will feel safer and more engaged if change initiatives take a positive approach in which people's diverse viewpoints and experiences are valued and multiple possibilities are available.

DP3-1-3   From Crisis to Clarity: Insights into Leadership Strategies During COVID-19 and Post-Pandemic Change Management

Kathleen Scott[1], Kathleen Scott[1], Keaton Kirkwood[1]

[1]*Pepperdine University*

The COVID-19 pandemic dramatically reshaped global organizational and leadership dynamics. As businesses in the U.S. grappled with unprecedented challenges, the strategies employed by leaders to navigate such a turbulent period have come under scrutiny. This research proposal delves into the leadership strategies adopted during the COVID-19 era, juxtaposing real-world tactics with established change management theories. The aim is to discern effective leadership and decision-making patterns that foster organizational resilience, adaptability, and success. Drawing from historical precedents, theoretical underpinnings, and pandemic responses, the research aims to shed light on

the complexities of leadership in crisis and identify the qualities that enable organizations to emerge stronger. As society transitions into a post-pandemic world, this study seeks to offer timeless insights into leadership, ensuring that lessons from this era are assimilated into future leadership paradigms.

DP3-1-4 The Role of Transformational Leadership in Organizational Culture & Change in the Public Sector

Maritza Sosa-Nieves[1]

[1]*Pepperdine University*

Local government organizations are undergoing substantial challenges that impact work culture. These challenges, however, are also an opportunity for leaders to create positive, long-term, sustainable change within their organization. Leadership styles can play a pivotal role in organizational culture change. Transformational leadership is an essential leadership style that can potentially make significant changes in public sector organizations. During organizational change, one of the best ways to get employees on board is to establish trust and positive working relationships. By doing this, transformational leaders encourage staff to focus on their and the organization's growth. This developmental paper proposes that transformational leadership style positively impacts organizational culture change in public sector organizations.

Table Number: 2
Chair: Pradip Shukla

DP3-2-1 Is ESG Dead?: Toward a Strategic View of ESG

Candace Ybarra[1], Thomas Turk[1]

[1]*Chapman University*

ESG (Environmental, Social, and Governance) is used by investors and other stakeholders to assess an organization's societal impact. It has evolved from a reporting and assessment tool, to a more prescriptive role, as activist investors, ratings agencies and governments use it to pursue their own agendas. A recent backlash against ESG has developed over concerns that scores are not reliable and that they lack a clear relationship to corporate financial performance (CFP). This lack of an ESG-CFP relationship may be due to a failure to align ESG initiatives with the firm's strategic interests. We provide a framework for evaluating ESG initiatives and their impact on value creation by identifying four categories of ESG strategies: Greenwashing, Borrowed Virtue, Bureaucratic ESG and Strategic ESG. We will use the resource-based view of the firm to evaluate the potential of an ESG strategy to create shareholder value and develop theory identifying the requirements of "Strategic ESG".

DP3-2-2 Enhancement of Qualitative Research in Convention/Event Industry & ESG relationship through AI: Case of ESG initiatives in Utah Valley Convention Center

Yanghwae Huo[1]

[1]*Utah Valley University*

This study focuses on the ESG initiatives in the form of community-based engaged research to determine how ESG impacts on event industry. We will utilize the quantitative and mainly qualitative methods (i.e., descriptive methods). Through these approaches, we identify the recurring themes, key concepts, and patterns in the data to draw meaningful paradigms. The limitation of this study focuses on ESG principles, however, qualitative findings contribute new/other principles/components, such as economic, cultural, and technological (i.e., digital formation, DX) generating a new paradigm for the industry and stakeholders to consider the practical components of the event industry.

DP3-2-3 Scale entrepreneurship from an entrepreneurial ecosystem perspective

Qiongrui Yao[1]

[1]*York College of Pennsylvania*

This paper investigates the role of digital platform adoption and venture capital (VC) abundance location in scale entrepreneurship from an entrepreneurial ecosystem (EE) perspective. First, I intend to contribute to the EE literature by highlighting the role of digital EE particularly digital platform, EE's fostering role, and the agency and spatial features of multiscalar EEs with a focus on the interdependence of two ecosystem actors –entrepreneurs and VCs. Next, I intend to contribute to the VC financing literature by proposing digital platform adoption and VC abundance location as antecedents of VC valuation. Practically, entrepreneurs should consider adopting a digital platform and locating in a VC abundance city embedded in a high-quality urban/national EE.

DP3-2-4 A Natural-Resource-Based-View of Routines: Lifecycle Analysis for Ecological Sustainability

Brooke Lahneman[1]

[1]*Montana State University*

With promise that lifecycle analysis tools (LCAs) can help companies learn and internalize biophysical impacts, we know little about the process by which this can unfold. This study will investigate whether and how the implementation of LCAs as routines can guide individuals' attention in

structured ways to incorporate and internalize biophysical impacts in product stewardship, and thus more effectively account for the complexity of the biophysical environment in everyday work in companies.

Table Number: 3
Chair: Habib Islam

DP3-3-1   Four platform strategies behind TikTok's success

Ying Hou[1], Yanli Zhang[2]

[1]*Xidian University,* [2]*Montclair State University*

In a short number of years, the Chinese online short video-sharing app TikTok has exploded into one of the world's best-loved apps. We uncover four platform design strategies behind TikTok's rapid success: (1) create an immersive and fun user experience, (2) generate strong network effects by supporting creators, (3) leverage AI algorithms that capitalize on herd behavior, and (4) promote viral videos via social interactions. TikTok is the first and only major Chinese Internet company to have succeeded in the global market. TikTok's case provides valuable lessons on how a new platform can emerge to success quickly by employing smart platform design strategies based on an astute understanding of human psychology.

DP3-3-2   Antecedents of New Venture Reorientation: A Cross-national Investigation Introduction

Habib Islam[1], Abrahim Soleimani[1], Alexandros Paparas[1]

[1]*Eastern Washington University*

The survival of entrepreneurial ventures hinges upon them being nimble and adaptive to changing circumstances. However, evidence suggests that most new ventures are unable to successfully reorient. In this paper, we investigate the antecedents of reorientation. We do so within the framework of resource dependence theory and using a large dataset containing ventures from across the globe.

DP3-3-3   Effects of Transposition and Social Capital on Organizational Change: An Analysis of HR Returnees in South Korean Companies

Kibum Noh[1]

[1]*York College of Pennsylvania*

Organizations have needed to implement strategic changes to succeed and grow in the changing business environment. Thus, the role of HR has changed accordingly from administrative to more strategic work. Among the strategic functions, this study focuses on the HR professional's role as a change agent and explores transposition as a mechanism of the change process. As change agents who experience an alternative social setting, I suggest that HR professionals who return to their companies after leaving to pursue an academic career or after working elsewhere are more ideally positioned to bring new ideas and successfully implement new managerial practices compared to embedded actors or outsiders. I also argue that this relationship is stronger when HR establishes a trust-based relationship with other organizational members and builds social capital.

Table Number: 4
Chair: Veronica Caridad Rabelo

DP3-4-1   Mental Health Stigma at Work: Promoting and Diminishing Forces Amongst Farmers

Devin Rapp[1], Robert Monnot[1], J. Matthew Hughey[1], Glen Kreiner[1], Dane Cannon[1]

[1]*University of Utah*

Despite the tremendous costs and widespread prevalence of mental health stigma at work, there exists a dearth of research in the area. We explore how the stigma of mental health manifests in an occupation and industry and how it is responded to by its workers and their family members. We identify the forces that promote mental health stigma and promising strategies implemented by workers to reduce the stigma and promote healthier approaches to work and mental health. We contribute to stigma literature by categorizing the promoting and diminishing forces that impact mental health stigma in farming that hold the promise of transferability to many other occupations and industries.

DP3-4-2   Examining Team-Level Mental Health and Well-Being: Longitudinal Field Evidence on Spillovers to Teams' Relationship Quality and Performance

Ayse Yemiscigil[1], Sophia Town[1], Julita Haber[1]

[1]*Fordham University*

In workplaces, employees most often work in teams and collaborate to achieve organizational goals. The quality of these collaborations and their performance outcomes can depend critically on the mental health and well-being of the teams. However, employee well-being research has

been focused primarily on the individual worker. In this research, we propose to study well-being as a group-level phenomenon and explore its relationship with team's relational quality and performance. Utilizing a large sample (N = 796) with 142 teams in a real-stakes competition and longitudinal surveys, our findings suggest that lower levels of mental health issues at the team level, namely depression and anxiety, can positively influence team performance. This relationship is in part due to greater relationships at the team level, as indicated by greater psychological safety and team behaviors that respect dignity. Importantly, the results highlight a new variable, fear of appearing incompetent, as a potential mechanism for how mental health and well-being may impact performance outcomes. Taken together, our findings extend current research on employee well-being to the group level, accounting for the social nature of work, and highlight the intricate relationship between teams' psychological and relational functioning as well as performance.

DP3-4-3   A Moderated-Mediation Model for Leaders and their Perceived Civility, and Follower Well-Being

Lovina Akowuah[1]

[1]*University of Wisconsin- Parkside*

Grounded in the Social Exchange Theory (SET) (Thibault & Kelley, 1959) the present study aims to fill this gap by investigating the adverse impact of the Laissez-faire leadership style, a passive leadership style compared to the favorable impact of the Servant Leadership style, an active leadership style on employees' positive mental health within an organizational context. The recent significant departure of employees has provided valuable insights, indicating that individuals are more unwilling to compromise on matters of personal significance (Carucci, 2022). Furthermore, the study aims to examine an overall moderated-mediation model.

DP3-4-4   Fostering Job Satisfaction and Affective Commitment in Employees with Mental Health Challenges

Sophia Thomas[1]

[1]*Texas Tech University*

Fostering commitment and job satisfaction is of interest to organizations, who need to retain employees for success. Since 2022, more than half of working adults report having mental health challenges, and research shows that mental illness increases voluntary turnover. Mental health awareness programs help support these employees, which should in turn increase employee's affective commitment and job satisfaction. According to attribution theory, people attribute events based on their perceptions, judgements, and the event itself. Using this theory, with leader-member exchange as a moderator, it's possible that with a mental health awareness program, employees will attribute positive events to their job and relationship with their leader, making them more committed and satisfied with their job. We will use a field experiment to look at organizations with and without mental health awareness programs to observe the program's effects on employees' commitment and satisfaction.

Table Number: 5
Chair: Chantal Van Esch

DP3-5-1   Intersectionality and Mentorship Received; A Preliminary Study

Chantal Van Esch[1], William Luse[2], Cleopatre Thelus[3]

[1]*California State Polytechnic University, Pomona,* [2]*University of LaVerne,* [3]*Lone Star College*

This project investigates intersectional identities in mentorship experiences. The current study explores the ways in which race and gender intersections predict the likelihood that mentorship is received and considers how women of color utilize other relevant concepts such as self-promotion and help-seeking to obtain the mentorship they need. Utilizing a longitudinal survey design we test the hypotheses that men will report receiving significantly more mentorship than women and participants self-identifying as people of color will report receiving significantly less mentorship than White participants and then explore mediating factors.

DP3-5-2   A Focus on Contrapower Harassers

Michael Ekema[1]

[1]*California State University, Long Beach*

The current study utilizes the Four-factor theory of sexual harassment as a framework for examining the relationships between gender, personality and contrapower sexual harassment behavior (harassment where the harasser has less formal power than the harassment target). Results suggest certain traits (e.g., agreeableness, need for power) explain observed gender differences in the frequency of engaging in sexually harassing behaviors. Specifically, the elevated harassment behavior exhibited by men (relative to women) can be partially explained by men being higher in need for power and women being higher in agreeableness.

DP3-5-3   Self-disclosure in Work Relationships

Gabriela Cuconato[1]

[1]Case Western Reserve University

While research has studied self-disclosure in personal, clinical, and consumer behavior domains, the understanding of self-disclosure within work relationships remains limited. Workplace research has, until now, mainly focused on the quantitative effects of disclosing specific identity categories (e.g., minority religions, LGBTQ+) or on theoretical prepositions about the effect of unexpected self-disclosure in work relationship trajectories. However, given the evolving nature of workplace relationships, with increased connectivity and flexible work-life boundaries, understanding how individuals experience self-disclosure in workplace relationships is even more relevant. Thus, with a phenomenological lens, this research aims to understand self-disclosure as a workplace phenomenon, focusing on worker's lived experiences and uncovering how individuals experience both work-related and personal self-disclosure within work relationships.

DP3-5-4   Passion, Confidence, and Entrepreneurial YouTube Instruction: Analyzing Gendered Egocentrism

Essiaga Rice[1]

[1]Morgan State University

The passion and confidence expressed by entrepreneurs have commanded attention in recent years for their ability to garner investor dollars. Although passion has shown an ability to produce favorable viewer responses by creating an emotional connection between presenter and viewer, digitally expressed confidence has been understood to alienate certain groups. The proposed study analyzes the reactions of viewers to the confidence and passion of informal 302 entrepreneurial instructors on YouTube. As predicted, the preliminary results show that expressed passion resulted in more viewer likes, while confidence resulted in less viewer likes. Moreover, results of a moderated moderation test showed that the confidence-to-viewer likes relationship was moderated by presenter egocentrism, and that this relationship was further moderated by gender. In the context of informal entrepreneurial education on social media sites, egocentrism makes the expression of confidence worse. However, this is only seen for men as confident egocentrism appeared to represent a resonant form self-promotion for women.

| 10:45-12:00 | **PANEL 2 – IT'S OK TO ASK FOR HELP ~ HOW CHATGPT IN THE CLASSROOM HELPS FACULTY AND STUDENTS** |

Location: International 4

Sharonda Bishop[1], Shammi Gandhi[2], Craig Seal[3], Mandy Taylor[4], Thomas Norman[5], Andrew Beechko[4], Maria S. Garcia Guzman[4], Selina Sanchez[4], Keyomah Palacio[4], Shardul Kulkarni[4], Manuel Cervantez[5]

[1]California State Polytechnic University, Pomona, [2]University of Northern Colorado, Greeley, [3]California State University, [4]California State University, San Bernardino, [5]California State University, Dominguez Hills

In the rapidly evolving landscape of education, ChatGPT, developed by OpenAI, stands as a revolutionary tool. With its potential to enhance various aspects of the learning experience, educators are exploring its applications within classrooms. While university policies regarding its usage vary widely, faculty members are grappling with ethical concerns, academic integrity, and privacy issues. The legal perspective reveals intricate challenges, including ownership, plagiarism, and data privacy, necessitating a thoughtful approach to implementation. Despite these challenges, faculty and students are finding innovative ways to leverage ChatGPT.

| 10:45-12:00 | **TRADITIONAL PAPERS 6 – BOARD IMPLICATIONS ON FIRM AND LEADER PERFORMANCE** |

Location: Pacific 1

Chair: Paul Godfrey

TP6-1   CEO Passion and SME Performance: The Role of Bricolage and Autonomy

Younggeun Lee[1], Pol Herrmann[2]

[1]California State University, Los Angeles, [2]Iowa State University

Drawing from the theory of entrepreneurial bricolage and the resource-based view, we study the indirect influence of harmonious passion on firm performance through bricolage, i.e., achieving specific goals with existing resources. We propose that in small and medium-sized enterprises (SMEs), CEOs with high harmonious passion establish bricolage through deliberate practice, creative solutions, and awareness of organizational capacity. Moreover, firms with high levels of bricolage enhance firm performance through creatively recombining accessible resources, acting on without biases to overcome the liability of smallness, and maximizing the firm's potential by use of all possible methods. Entrepreneurial autonomy positively strengthens this mediation model by providing independent decision-making and promoting organizational creativity. We test the proposed model using a six-month lagged survey data collected from 237 CEOs of Korean SMEs.

TP6-2 Perceived Trustworthiness: The Role of Founders' Facial Appearance and Industry Experience on Newly Public Ventures' Survival

David Gomulya[1], Elaine Wong[2], Margaret Ormiston[3]

[1]Singapore Management University, [2]Univeristy of California, Riverside, [3]George Washington University

An initial public offering is an important milestone for private ventures. Unfortunately, newly public ventures (NPVs) face many internal and external challenges still. Given the uncertainty, available founder cues that signal trustworthiness are crucial. From an evolutionary perspective, one factor used to determine if someone was trustworthy is facial appearance. Drawing on this research, we examine how founders' perceived trustworthiness, as captured through their facial appearance, increases survival. Based on a sample of internet NPVs, we find that more trustworthy-looking founders increase survival. We also examine founder industry experience and find that when founders are perceived to be less experienced, their perceived trustworthiness is even more critical for venture survival. Our study contributes to the larger body of research on entrepreneurship by utilizing a socio-cognitive perspective that complements rational and economic approaches.

TP6-3 The Impact of CSR on Director Compensation and Firm Performance and the Moderating Effects of Board Gender Diversity and Company Needs

Philippe Dubois[1], Daniel Rottig[2]

[1]Florida Atlantic University, [2]Florida Gulf Coast University

This paper conceptually examines and empirically tests the relationships between corporate social responsibility (CSR), director compensation and firm performance. Based on optimal contracting and rent extraction theories, we develop competing hypotheses arguing that CSR could affect director compensation in different ways. We further propose that monitoring and advising needs of the company as well as gender diversity of the board moderate the proposed relationships. We found a positive and significant effect of CSR initiatives on director compensation, supporting our arguments based on rent extraction theory. Our results also show that the effect is stronger for companies with greater advising, but not greater monitoring needs. We further found that board gender diversity diminishes the effect of CSR on board compensation. Finally, our results indicate that CSR-induced director compensation has mixed effects on firm performance.

TP6-4 Towards a Dynamic View on Leading Change

Saskia Hasreiter[1]

[1]Ludwig Maximilian University of Munich

This paper explores the use and impact of digital technology (DT) in organizational change, emphasizing its role in shaping leader-recipient interactions. Despite the promises of DT to address challenges in change management, research on how DT supports change leadership and influences interactions remains limited. This study fills this gap by proposing a conceptual framework that integrates DT into organizational change through three key leadership functions: participation, communication, and support. Additionally, it considers change recipients' perspectives, focusing on change ability, motivation, and opportunity. By examining these aspects collectively, the paper provides a comprehensive analysis of the potential impact of DT on organizational change practices, offering insights into both opportunities and challenges. The findings contribute to both theory and practice, enhancing our understanding of the intersection between organizational change and digital technology.

10:45-12:00	TRADITIONAL PAPERS 7 – WOMEN, WORKAHOLISM, AND WELL-BEING

Location: Pacific 2

Chair: Sang-Hoon Lee

TP7-1 Endometriosis and Women Leaders: A Feminist Phenomenological Perspective on Career Implications and Stereotype Effects

Marlee Mercer[1], Tina Sharifi[1]

[1]York University

Endometriosis is a debilitating disease that affects approximately ten percent of reproductive-aged women. Yet, limited explores its long-term impact on women's careers. This conceptual paper examines how endometriosis impedes women leaders' success. Assuming a feminist phenomenological perspective and utilizing the role congruity theory, we illustrate how women leaders living with endometriosis face obstacles due to norms, stereotypes, and expectations. We argue that women with endometriosis who violate gendered expectations will face negative perceptions in their leadership role, impeding their success. Further, stereotypes surrounding women and pain cause women to suffer in silence, leading to presenteeism. If the organizational climate promotes open communication, this relationship is proposed to be attenuated. Finally, we explore how leadership evaluations hinder the potential of women leaders with endometriosis. A discussion and implications are presented.

TP7-2   Seeking for Help: Subordinate Appraisals of Leader Workaholism

Sang-Hoon Lee[1], Sunjin Pak[2], Yaqing He[3], Amit Kramer[3]

[1]Loyola Marymount University, [2]California State University, Bakersfield, [3]University of Illinois Urbana-Champaign

Grounded on the challenge-hindrance stressor framework, this study examines how subordinates appraise their work context, hence shaping their behaviors in the organization. We especially argue that leader workaholism is a double-edged sword for employees, such that they may appraise leader workaholism as both a challenge and hindrance, and in turn, will be positively associated with autonomous help-seeking behaviors and dependent and avoidance help-seeking behaviors of subordinates, respectively. Further, we contend that subordinates' workaholism, will moderate the positive relationship between leader workaholism and subordinate challenge appraisal, while moderating the positive association between leader workaholism and subordinate hindrance appraisal. Results suggest that leader workaholism has a positive indirect association with subordinate autonomous help-seeking via subordinate challenge appraisal. Such positive indirect relationship was further pronounced when subordinate workaholism was high. In addition, the respective indirect relationships between leader workaholism and subordinate dependent help-seeking and avoidance help-seeking via hindrance appraisals, were conditional on subordinate workaholism, such that there was positive indirect association when subordinate workaholism was low. We discuss the theoretical and practical implications of simultaneously considering both leader and subordinate workaholism.

TP7-3   How a Post-crisis Recovery Redefines Working Mother Career Visions: A social cognitive career theory lens

Dana Sumpter[1], Mona Zanhour[2]

[1]Pepperdine Graziadio Business School, [2]California State University, Long Beach

This paper explores the effects of the Covid-19 pandemic crisis on the careers of working mothers. Evidence suggests that the pandemic has led to familial, organizational, and social shifts in response to the work norms that continue to evolve in the wake of the crisis. Interview data were collected and inductively analyzed from 35 working mothers in the U.S. who worked from home during the pandemic, to evaluate how their work and careers have evolved since the thrust of the 2020 crisis. Theories of career sustainability and social cognitive career theory are invoked to help explain how working mothers build insights on how the crisis impacted their work, and what they envision for their careers coming ahead. Findings suggest that non-linear career paths are not necessarily a threat to career sustainability, and that despite prevalent stereotypes, not all working mothers have downshifted their careers - many are ramping up their career visions and escalating their ambitions. We provide evidence of how remote work arrangements are necessary, but not sufficient, to foster sustainability of working mothers' careers - they also need individual agency and control over work decisions to help promote their learning and self-efficacy to build towards the careers they envision.

TP7-4   Effects of Working from Home on Parent-Child Relationship

Vikas Kochhar[1], Jin Yan[1]

[1]University of Dallas

The sudden shift to remote work during the COVID-19 pandemic intensifies work-family integration challenges for employed parents facing concurrent professional and childcare responsibilities. Recent surveys indicate that over half of full-time workers in the U.S. continue working remotely all or most of the time as of late 2022 (Gallup, 2022). Additionally, a Pew Research study finds that 59% of workers who can work from home say their company currently allows remote work all or most of the time, with 54% wanting to keep this arrangement after the pandemic (Pew Research Center, 2022). This phenomenological study aims to elucidate employed parents' lived experiences balancing remote work while caring for children. In-depth interviews are conducted with 15 working mothers and fathers who have teleworked for over six months while parenting at least one child under 15. Giorgi's (2012) approach guides the thematic analysis of the interview data. Key findings reveal that employed parents develop strategies like promoting child independence and coordinating with spouses to integrate their work and family needs. This research provides nuanced insights into parents' remote work-life management experiences, underscoring updated organizational policies and training to support parenting employees as virtual work endures.

10:45-12:00	WORKSHOP 6 – BEST PRACTICES FOR QUALTRICS, PROLIFIC, AND CLOUDRESEARCH
	Location: Atlantic

Tory Taylor[1], Alexis Hanna[1], Fran Mckee-Ryan[1]

[1]University of Nevada, Reno

In this workshop, we will provide a hands-on tutorial for three leading survey design and administration platforms: Qualtrics, Prolific, and CloudResearch (which provides additional screening tools for Amazon's Mechanical Turk). We will begin the workshop with an overview of Qualtrics, introducing members to basic and more advanced Qualtrics features. Then, we review common technical, design, and administration mistakes, followed by offering best practice guidance. Next, we will provide an overview of Prolific and CloudResearch, as well as tips and tricks for the effective distribution of online surveys. We will conclude with a question and answer session. In this hands-on, tutorial format workshop, members are encouraged to bring their laptops and follow along in their own Qualtrics accounts.

10:45-12:00   **WORKSHOP 7 – NEURODIVERGENT FACULTY AND ALLIES: BUILDING NEUROINCLUSIVE UNIVERSITIES TOGETHER**

Location: International 1

Lauren Simon[1], Elizabeth Follmer[2], Niki Den Nieuwenboer[3], Cristina Giannantonio[4], Amy Hurley-Hanson[4], Judy Reilly[5], Jennifer Spoor[6], Keivan Stassun[7], Liu-Qin Yang[8]

[1]*University of Arkansas,* [2]*University of Washington Bothell,* [3]*University of Kansas,* [4]*Chapman University,* [5]*University of Connecticut,* [6]*La Trobe University,* [7]*Vanderbilt University,* [8]*Portland State University*

Neurodivergent faculty have unique strengths that can be advantageous to universities. However, universities' neurotypical-centric designs can present unnecessary challenges for neurodivergent faculty. Despite progress towards reducing barriers for neurodivergent students, little attention has been paid to ensuring universities are also inclusive for neurodivergent faculty. Thus, this workshop brings together neurodivergent faculty and allies to: (a) discuss challenges associated with being a neurodivergent faculty member, (b) identify strategies for addressing these challenges, and (c) generate ideas for obtaining buy-in for enacting these strategies. These conversations will develop our collective understanding of how to effectively address neurodivergent faculty needs — knowledge which can serve as a foundation on which to build more accepting university cultures capable of enhancing well-being not only for neurodivergent faculty but the academic community at large.

12:00-13:45   **PRESIDENTIAL LUNCH & AWARDS**
Sponsored by the Lam Family College of Business, San Francisco State University

Location: Catalina

13:45-15:00   **ROUND TABLES - SESSION 4**

Location: International 2

Table Number: 1
Chair: Matthew Barlow

DP4-1-1   Theorizing MacGyver: Ingenuity and Survival in Turbulent Contexts

Mark Meckler[1], Andrew Earle[2], Matthew Metzger[3], Sam Holloway[1]

[1]*University of Portland,* [2]*University of New Hampshire,* [3]*University of Colorado - Colorado Springs*

Scholars have long sought to explain extraordinary outcomes from seemingly impossible constraints amid high levels of uncertainty. For example, Amabile, Hadley, and Kramer (2002) describe how in the critical hours following an unprecedented failure of the Apollo 13's oxygen system NASA engineers repurposed spare parts from the ship's lunar module to save the lives of their slowly suffocating colleagues. We refer to surviving these types of rare "life-and-death" situations as MacGyvering, a decision logic allowing entrepreneurial survival in high-stakes, high-pressure, low-certainty contexts (Zlotoff, 2016). Use of MacGyvering is increasing, including 239 recent uses of the term in the New York Times, yet no robust attempt to theorize this phenomenon exists. This developmental paper uses a combination of ethnographic and archival methods to uncover MacGyvering as a decision logic distinct from effectuation, bricolage, improvisation, and ingenuity.

DP4-1-2   Organization Response to Crises and Customer Reaction in the Board Game Industry

Matthew Barlow[1], Samira Reis[2], Olga Khessina[3], Ying Li[2], J Cameron Verhaal[4]

[1]*University of Nebraska, Lincoln,* [2]*Universidad Carlos III de Madrid,* [3]*University of Illinois Urbana-Champaign,* [4]*Tulane University*

This research seeks to better understand how firms respond in the face of an external crisis. We know relatively little about the broader producer-consumer interface during and in the immediate aftermath of a crisis. We consider two pathways through which firms can continue to connect with consumers during crises – offering new products and using thematic content of products to help consumers detach from the crisis. The research setting is the board game industry during the Covid-19 pandemic. Findings suggest that organizations can undertake specific product positioning strategies to mitigate the deleterious effects of an external crisis. Specifically, firms should be aware that if they release new products during a crisis, they will be less likely to attract new customers, but will receive higher evaluations. Furthermore, as the crisis drags on, firms should recognize the rise of users' nostalgic sentiments to leverage the past-oriented content of their products.

DP4-1-3 The Impact of Using a Dynamic, Interactive and Systematic Strategic Management and Decision-Making Platform Across Industry-Related Entities

Saeb Khassawneh[1]

[1]University of Nevada, Reno

In this article, the author aims to analyze the impact of using a proposed "strategic management and decision-making platform across industry-related entities"on participating organizations. The platform is assumed important for understanding the impact of external forces on industry-related entities; the efficiency and the effectiveness of their strategies and decisions, and on their competitive advantage. Connecting industry-related entities to communicate and coordinate the decision-making process so as to create a common interest to work together to neutralize the effects of a sudden external threat from the environment constitutes the pivot around which the research premises and model revolve. The data which the research hypotheses are tested against will be collected via surveys, published reports and databases, and interviews with CEOs and decision makers from selected organizations.

DP4-1-4 Sowing the Seeds of Change in Barren Grounds: How Placed-Based Social Movement Organizations Can Support Hybrid Companies

Hyeonjin Cha[1]

[1]University of Oregon

Social entrepreneurship literature has examined where hybrid organizations flourish and why. Despite the potential of hybrid companies to positively impact their communities, less is known about how to support purpose-driven firms located in inhospitable communities. In this essay, I investigate how place-based social movement organizations organize field-configuring events to support hybrid companies in their communities. In this qualitative study of B Corp Leadership conferences organized by B Local communities, I develop a theoretical framework to describe the processes through which field-configuring events generate social and reputational resources required for hybrid organizations to survive and prosper.

Table Number: 2
Chair: Sophia Thomas

DP4-2-1 Policy Impacts to Promotion Determinants: Moderating Effects of Blindness Policies on Advantaging Mechanisms within Employee Cohorts

Brian Downs[1]

[1]University of Oregon

Creating impactful diversity, equity, and inclusion (DEI) outcomes within a firm is a challenging process. Recently, many firms have introduced blindness processes to remove demographic information from human resource actions. However, there is a gap in the research on how organizational blindness policies moderate employee advancement after hiring. The author believes that this will be the first study to consider, "how do blindness policies moderate advancement outcomes based on employee performance and cultural matching within employee cohorts over time?" By integrating tournament mobility theory and inequity frames theory literatures, the author will study if an enterprise-only enactment of a DEI blindness policy achieves its stated goal of increasing diversity at higher management echelons within the organization, using performance, demographics, and cultural fit markers. This paper will extend the current literature by identifying advantaging mechanisms in a longitudinal cohort of employees, empirically test a blindness policy on employee advancement outcomes over time, and recommend future research directions to improve DEI outcomes in organizational human resource processes.

DP4-2-2 Maybe That's a Bad Idea: Asking Your Boss for Ethical Advice

Christopher Moore[1], Isaac Smith[1]

[1]Brigham Young University

We examined how perceived character judgements change when employees seek moral (v. amoral) advice. In our study (N = 600), we found that advice requesters overestimate negative "warm" judgements about their character but did not overestimate negative "non-warm" character judgements. Our findings suggest that advice requesters may view moral advice seeking as more threatening to their sense of self, which might affect how and when employees seek ethical advice. Our work contributes to the advice seeking literature by providing support for the notion that ethical advice seeking behavior should be given unique consideration.

DP4-2-3   The influence of binding moral foundations on individuals' unethical pro-organizational behaviors.

Yu Rong[1]

[1]*University of Nevada, Reno*

Employees are motivated to behave both ethically and pro-socially – because of the recognition and potential praise associated with these virtuous behaviors. However, it is impossible to achieve both ethical and prosocial behavior simultaneously in certain circumstances. In this sense, good employees might engage in unethical behaviors to maximize the benefits for the organization. Unethical pro-organizational behavior (UPOB) indicates a situation where individuals conduct behaviors that benefit the organization while violating hypernorms. In this proposed study, my goal is to develop a theoretical model to understand the effects of moral foundations on unethical pro-organizational behavior (UPB). Guided by the research question of "How binding moral foundations shape people's UPOB?" I intend to comprehensively understand the salient influence of binding moral foundations on UPOB. Specifically, I intend to understand how individuals make tradeoffs when stakeholder interests collapse.

DP4-2-4   A Duty to Voice: The Role of Intrinsic Motivation in Employee Voice

Tory Taylor[1], Kathryn Coll[1], Alexis Hanna[1]

[1]*University of Nevada, Reno*

In this developmental research proposal, we introduce a potential motivational factor that may explain the decision to voice when psychological safety and perceived ability to impact are low, or the decision to remain silent even when psychological safety and perceived ability to impact are high: a duty to voice (DTV), which we define as an inner sense of duty to speak up, irrespective of situational factors. Given how valuable voice is to organizations, this research is important because DTV may help us better understand the circumstances under which people are willing to voice even when known antecedents to voice (i.e., psychological safety and perceived impact) are low, and vice versa.

Table Number: 3
Chair: Andrew Hinrichs

DP4-3-1   Defensiveness at work: A multi-level and integrated review

Jeffrey Yip[1], Dayna Herbert Walker[2]

[1]*Simon Fraser University,* [2]*University of Colorado - Colorado Springs*

Defensiveness is a persistent problem that occurs across levels in the organization - from individuals responding defensively to feedback to organizational defensive routines that inhibit change. However, research on defensiveness is fragmented along two lines. First, defensiveness is inconsistently conceptualized as an automatic or deliberate process. Second, psychological research on defensiveness has advanced independently from macro-oriented research on defensive institutional work. From our review and inductive coding of 146 publications in leading management journals, we find that defensiveness unfolds as both an automatic and deliberate response - it is a dual systems phenomenon. The paper concludes with an integrative framework that 1) links automatic and deliberate processes on defensiveness, 2) combines micro and macro-oriented perspectives, and 3) addresses inconsistencies in findings.

DP4-3-2   Varieties of capitalism and cultural dimensions as indicators of organizational attachment: An empirical study of employees across cultures

Tim Veach[1]

[1]*George Fox University*

The exploration of adult attachment in workplace contexts has opened the door for new studies focusing on the employee relationship with their organization as a determinant of attachment style. In cross-national environments, however, differences in culture and the political economies defining the organization itself can impact the role of attachment style in defining employee behavior. The proposed study aims to examine the relationship of cultural dimensions and varieties of capitalism to employee attachment style by analyzing data collected from surveys of credit union employees around the world, with the objective of identifying patterns in employee-organization attachment to promote employee well-being through mutual understanding among people engaging in global business activities.

DP4-3-3   Digital Technology to Foster Team Strategy Support

Saskia Hasreiter[1]

[1]*Ludwig Maximilian University of Munich*

This research proposal addresses the imperative need for effective team involvement during strategic repositioning, focusing on the jewelry industry. Despite recognizing the importance of strategic change, challenges persist, particularly in understanding micro-level processes within teams. The study investigates the role of digital-enhanced dialogical involvement interventions (i.e., digital workshops) in shaping team strategy support. Building on Appraisal Theory, the proposed research model explores how these interventions influence team members' appraisals of

the strategy. Conducting a field experiment with a large family-owned business, the research employs a mixed-methods approach, integrating quantitative surveys and qualitative analyses of additional observational data. The study anticipates providing nuanced insights into the impact of digital interventions on team strategy support and understanding the contextual factors influencing their effectiveness.

Table Number: 4
Chair: Sonny L. Nguyen

DP4-4-1 Satisfied? Exploring Work-Family Conflict Coping and Episode Resolution for Remote Workers

Laura Gover[1], Linda Duxbury[2], Michael Halinski[3]

[1]Vancouver Island University, [2]Carleton University, [3]Toronto Metropolitan University

Recent research on work-family conflict (WFC) episodes (i.e., specific incidents of WFC experienced by an individual) has expanded our understanding of this nuanced phenomena. However, much remains unknown about the processes at play for WFC episode resolution. Our proposed study seeks to expand understandings of WFC episode resolution and develop Work-Family Theory in the remote work context. We seek to address the research question: What differentiates WFC episodes that are resolved from those that are not? by analyzing interview data from 90 employed remote workers with young children. Three relevant theories for framing our proposed research are the Transactional Model of Stress and Coping, Boundary Theory and Resources Theories. Anticipated contributions of this study include increasing our empirical and theoretical understanding of (1) WFC episode resolution by contrasting resolved and unresolved episodes for the same individual; (2) the link between coping types and resolution of WF episodes; and (3) the relevance of various WF theories for framing the lived experiences of remote working parents.

DP4-4-2 Life-Balance Self-Efficacy: A New Perspective on Work-Life Conflict

Christopher Bradshaw[1]

[1]California State University, Stanislaus

Work-family conflict and the ways in which individuals cope with the phenomenon is an important area of organizational behavior and human resource research. The present study applies a method of measuring life-balance developed by Sheldon, Cummins, and Khamble (2008) that avoids positive or negative definitions of balanced time use by assessing the individual's typical versus ideal time allotments across various life domains. Additionally, I propose a new form of context-specific self-efficacy (Bandura, 1993), life-balance self-efficacy, that I believe will influence the relationship life-balance has on key outcome variables. While some organizations institute policies designed to combat work-life conflict, most employees, especially those that work in small firms, do not have access to these types of "family-friendly" policies; also, many jobs are not structured in such a way that allows for family-friendly scheduling practices such as flextime and working from home. A deeper understanding of the factors that determine how individuals differ in their ability to cope with work-family conflict is greatly needed in order to develop effective human resource policies and skills training that can mitigate the effects of controllable work domain antecedents of work-family conflict.

DP4-4-3 Exploring Veteran Psychological Capital Through an Arts-Based Community Building Program

Arthur Degroat[1]

[1]Kansas State University

A community-based arts project with military veterans was undertaken with the Diavolo Institute and two universities. Veterans, civilians, and Diavolo dancers came together to build and foster community through dance and the project culminated with a public performance. The longitudinal pilot study focused on measuring Psychological Capital (PsyCap) and other related concepts of psychological well-being. Results from the research suggested the project was moving veterans in the right direction, but the pilot study had a limited sample size. The results and the conversations with the veterans after the project suggested that arts-based, community building focused interventions have a positive impact on veteran well-being and PsyCap.

DP4-4-4 The Impact of Cultural Scripts on Latina CEOs

Samantha Erskine[1], Robert Bonner[2], Verónica Rabelo[2]

[1]University of Massachusetts Boston, [2]San Francisco State University

Research often homogenizes Latinas, despite their considerable heterogeneity (e.g., race, nationality, language, generational identity, (im)migration patterns, ideological leanings). This diversity is especially salient when examining Latina CEOs, whose careers often intersect with historical and intergenerational legacies of trauma. To examine the role of intergenerational cultural scripts during Latina CEOs' formative years, we use narrative methods and pose 2 research questions: How do Latina CEOs experience intergenerational scripts around culture and belongingness? How have these scripts shaped their leadership identity? Drawing on intersectionality, ILT, and cultural scripts, we find that intergenerational scripts about assimilation shape Latinas' values, self-concept, and leadership development. These findings highlight the importance of cultural scripts and their intergenerational origins, with important implications for aspiring Latina CEOs and the people who support them.

Table Number: 5
Chair: Alex Bolinger

DP4-5-1   Positive identity construction spillovers of entrepreneurial side-hustles

Pamela Gu[1]
[1]Carroll University

This study proposal contributes to the literature on entrepreneurial side hustles and identity construction by exploring how women with side hustles utilize side hustles to construct their personal work identities. Using a comparative case study approach, I will collect data via participant observations in a networking context, individual in-depth semi-structured interviews, and through context analysis of reflection surveys. Collecting quantitative data from multiple sources surrounding the same phenomena will uniquely allow for examination of any differences

in identity construction across individuals and how identity is uniquely produced for each individual across contexts. The proposed study will highlight the importance of side hustles in contributing to women's work identities.

DP4-5-2   Providing Agency over Stress and Burnout: A Self-Affirmation Approach to Daily Appraisals

Jaclyn Margolis[1], Scott Dust[2], Laurens Steed[2]
[1]Pepperdine University, [2]University of Cincinnati

The current research adopts an individualistic approach to stress by focusing on the stress appraisal process, highlighting that individuals have agency in reframing stressors in ways that reduce burnout. Through integrating self-affirmation theory into the literature on occupational stress and burnout, we propose that self-affirmations offer a simple yet powerful agentic intervention that acts as a protective buffer against potential threats to the self, ultimately influencing stress appraisals and burnout. Our research centers on understanding daily fluctuations in burnout, in accordance with a theoretical framework that recognizes the variability of appraisals within individuals. We are in the process of initiating data collection, with the expectation of completing it before the upcoming conference. To capture daily fluctuations, we plan to use experience sampling methods, surveying approximately 200 participants who will complete three daily surveys over a span of ten days.

DP4-5-3   From Shared Office to Community Hub: A New Typology of Coworking Spaces

Nam Kyoon Kim[1], Dominic Lim[2]
[1]California State University, Sacramento, [2]Western University

This paper proposes a novel typology of coworking space from two mini studies. Based on interviews conducted with founders and community managers and archival data from 16 coworking spaces in US and Canada, Study 1 suggests that the degree of community orientation and operation types are two valid dimensions that create variances in community characteristics. Five types of coworking space aim to help our understanding of coworking spaces and their community characteristics. Study 2 examines the differences of coworking spaces based on users' perceptions of coworking spaces collected from online customer reviews. This paper uses a novel research method, comparative keyword analysis, and finds strong evidence that operation types of coworking spaces are closely related to the differences in members' coworking community experiences.

| 13:45-15:00 | TRADITIONAL PAPERS 8 – MORAL, ETHICAL, AND INTERGENERATIONAL CONSIDERATIONS AT WORK |

Location: Atlantic

Chair: Eric Lamm

TP8-1   Norm Violations and Remediation Dynamics in Honor, Face and Dignity Cultures

Suraj Sharma[1], Zhaleh Semnani Azad[1], Ingrid Zukerman[2], Soroush Aslani[3], Ying Yi Hong[4]
[1]California State University, Northridge, [2]Monash University, [3]University of Wisconsin Whitewater, [4]Chinese University of Hong Kong

Social norms provide guidelines for appropriate behavior. Not adhering to these norms can result in a norm violation with devastating consequences. Social norms and people's cognitive processes are influenced by culture. The honor, face and dignity framework proposes that cultures have different norms and unique cognitive mechanisms due to differences in perceived self-worth and social structure. We outline a conceptual process model that outlines how norm violations are detected and evaluated and propose ways violations may be remediated to avoid or resolve conflict that may arise from norm violations in each culture. This study contributes to the literature by outlining a process of the mechanisms and outcomes of norm violations and remediations in different cultures. In a globalized and multicultural world, understanding how each people from different cultures perceive and react to norm violations is necessary for harmonious relations and managing conflict when it arises.

TP8-2   The Making of Bridgeforth Farms - An Intergenerational Study

Constance James[1]

[1]Pepperdine University

In this study of Bridgeforth Farms from the 1870s to the early 2020s, the authors show how history in use is reflected in sensemaking, legitimacy, and imprinting across five generations of Bridgeforths. Bridgeforth Farms became an institution that survived for over a century and a half as organizational actors' interplay with the environment provided meaning that permeated across five generations. The authors argue that Institutional Theory helps understand Bridgeforth Farms and should be extended to formulate an intergenerational evolutionary institutional theory. Drawing on institutional theory, this paper seeks to use longitudinal case study research to expand the evolutionary lens of institutional theory. The authors argue that the genealogical evolution of Bridgeforth Farms created powerful stories that provided meaning deeply embedded in its organizational actors across five generations. As the Bridgeforths made sense of an environment that was sometimes welcoming and sometimes hostile, they developed a paradoxical relationship with legitimacy that could be both rewarding and constraining.

TP8-3   The bright side of organizational misconduct? Social connectedness between the police and the small business communities

Dali Ma[1]

[1]Drexel University

This study examines police officers' perceptions of two types of misconduct behaviors related to small business communities – the community-based misconduct and the self-interests-based misconduct. This study proposes that police officers' occupational characteristics – the job duty and the rank as a supervisor, can impact their perceptions of the seriousness of the two types of police misconduct. Using data from the Police Corruption in Thirty Agencies in the United States - 1997, this study shows the strong consensus that the majority of police officers perceive the community-based misconduct as less serious, but perceive self-interests-based misconduct as more serious. This study has implications for the relationship between police and small business communities in creating and maintaining community collective goods. The community-based misconduct differs from the self-interests-based misconduct because the former can establish and enhance social connectedness and solidarity between the organization and the community. This study also shines lights on the conversation of organizational misconduct. Organizational misconduct behaviors differ not only by their seriousness but also by their nature, such that some misconduct behaviors contribute to the community's public goods while some misconduct behaviors are more the pursuits of self-interest.

TP8-4   Conscience at Work: Moral Emotions and Accounts

Kristen Detienne[1], Marc-Charles Ingerson[1], James Gaskin[1]

[1]Brigham Young University

This study investigates the relationship between moral emotions and accounts given at work. The authors examine how guilt and responsibility relate to accounts given as the result of a reproach from a colleague. Surveys with both open- and closed-ended questions were administered to 514 employees. Results were significant and interesting. Reproached individuals were more likely to give an apology and less likely to give a denial when feeling guilt and/or responsibility. Power dampened and status maintained these relationships. This study: 1) examines empirical data on accounts given after a psychological contract breach by subordinates to supervisors, whereas most of the literature up to the present date focuses on the reverse; 2) assesses empirical data on the complex relationship between moral emotions, accounts given, and power and status for the first time; and 3) answers the call for behavioral ethics research in a field setting rather than in an online or lab setting.

13:45-15:00	TRADITIONAL PAPERS 9 – SUSTAINABILITY APPROACHES TO SYSTEMS, STRATEGY, BEHAVIOR AND HOPE

Location: Pacific 1

Chair: Antoaneta Petkova

TP9-1   A Qualitative Study of the Work of Social Ecological System Intervention

David Hannah[1], Kirsten Robertson[2], Brett Van Poorten[1]

[1]Simon Fraser University, [2]University of the Fraser Valley

There are many workers whose responsibilities include overseeing "social ecological systems" (SES): circumstances where human activity and the natural world are interconnected and reciprocally influential. We aimed to learn about these workers' decisions to intervene in these systems. Based on data gathered from interviews with recreational freshwater fisheries managers in British Columbia and from archival sources, we analyzed descriptions of 26 discrete interventions into SES. We uncovered a narrative structure to those descriptions, comprised of four processes which we termed valorization, problematization, untangling, and implementation. The narratives provided both a series of steps to guide interventions and a rhetorical structure to justify them. However, other actors in the social systems sometimes had their own accounts of what was happening, leading to what we termed "narrative disjunctions."

TP9-2   On the path to long term sustainability: How NPO's perception of sustainability shape their strategies

Ferdinand Gosch[1], Nils Foege[1]

[1]*Leibniz University Hannover*

In this paper, we contrast the perceptions of sustainability of for-profit and non-profit organizations to show a difference in perception and understanding. A two-study design helps us to decisively examine existing differences. Using a content analysis based on textual publications of both types of companies, we identify relevant topics related to sustainability. Accordingly, NPOs focus primarily on environmental issues, while for-profit issues often report on social issues. To substantiate this difference, we conducted interviews with decision makers from the NPO environment. Based on the results of both studies we derive a model that depicts the process of NPOs to develop sustainability strategies and their influence on long-term sustainability on an organizational and global level. Our research highlights the important role of NPOs in the context of facing grand challenges and contributes to the research on sustainable business development and sustainable finance.

TP9-3   Sustainability conversations: Management and social hope

Barry Colbert[1], Elizabeth Kurucz[2]

[1]*Wilfrid Laurier University, [2]University of Guelph*

In this paper we present a typology of managerial interpretations of sustainability as 'narrative fields' derived from an qualitative multi-site study, and offer a Pragmatist reading of the results. Through a Pragmatist lens we see managers talking the way to better futures: continuously negotiating the big idea of sustainability via their myriad interactions with stakeholders and within their evolving constructions and re-constructions of the relationships among ecology, society and economy. We find that the contestable concept of sustainability is most usefully conceived as a field of narratives delineated by broad dimensions (discrete/integrated, actual/possible), with sustainability conversations as the primary means to move toward living better futures. We conclude with implications for research and management practice.

13:45-15:00	**TRADITIONAL PAPERS 10 – CULTURAL CONSIDERATIONS IN WELL-BEIN**G

Location: Pacific 2

Chair: Brooke Lahneman

TP10-1   Organizing to Program Well-being in Fukushima Disasters

Nobuyuki Chikudate[1]

[1]*Hiroshima University*

This study reports on the nature of the organizing that played a significant role in harnessing survival and resilience by programming the well-being among survivors and refugees of the catastrophic events of March 2011 in the northeastern region of Japan, especially Fukushima. Based on a twelve-year in-depth qualitative study, the research reveals the nature of organizing and the well-being among those who suffered from these events.

TP10-2   Lakou: An Exploration of Entrepreneurial Communities in Haiti

Howard Jean-Denis[1]

[1]*Pepperdine University*

Entrepreneurs in developing markets face social capital challenges due to the scarcity of formal, business communities which can facilitate their growth. Particularly in Haiti, life has been challenging with large groups of people still struggling to overcome the lingering effects of colonialism (Imiera, 2020). Developing a thriving community is important as it increases the likelihood that entrepreneurs can gain access to forms of capital and survive. The purpose of this study is to investigate the effects that indigenous approaches have on entrepreneurial performance in developing markets. The Haitian concept of Lakou is conceptualized and a theoretical framework will be developed along with four formal propositions. The theoretical contribution is conceptualizing how this Lakou philosophy a) increases spiritual connections b) promotes social inclusion c) augments entrepreneurial outcomes and d) acts as trusted communal space to address local issues like corruption.

TP10-4   Emotions and Craft Entry - The Case of the Makers

Cyrus Dioun[1], Vontrese Pamphile[2], Andreea Gorbatai[3]

[1]*University of Colorado - Denver, [2]George Washington University, [3]Vlerick Business School*

While a growing group of studies documents that creative crafts like beer brewing are more accessible to novices and amateurs than other forms of craft, we lack understanding of how craft is made more accessible to broader audiences. We explore this question with the case of the makers, a diverse DIY movement that embraces all forms of craft and making. Using interview and observational data from Maker Faires – events wherein makers exhibit their projects and invite attendees to take part in craft activities – we induce an interactional model of how craft is made to feel accessible by broader audiences. We identify four interactional mechanisms that enable novices to feel craft is accessible:

two mechanisms which make craft knowledge accessible – providing craft scaffolding and transmitting craft knowledge – and two mechanisms which foster emotional connection to craft –relationality and cultivating fun and whimsy around craft.

13:45-15:00 **WORKSHOP 8 – PRESENTATION AND PUBLISHING OPPORTUNITIES FOR YOUR CLASSROOM ACTIVITIES AND RESOURCES: MOBTS, MANAGEMENT TEACHING REVIEW AND THE JOURNAL AND THE JOURNAL OF MANAGEMENT EDUCATION**

Location: International 4

Kerri Crowne[1], Robert Bonner[2], Alex Bolinger[3], Emily Tarr[4]

[1]Widener University, [2]San Francisco State University, [3]Idaho State University, [4]California State University, San Marcos

Do you have a cool classroom activity that you love to use? Do you think others would like to use it too? Did you know you can get it published? This interactive workshop will present a pathway for presenting and publishing classroom activities and resources. Members of the editorial teams of Management Teaching Review and the Journal of Management Education will provide information about presentation options at the Management and Organizational Behavior Teaching Society Conference and publishing opportunities at their respective journals. Attendees are encouraged to bring information about their classroom activities and/or resources, so the facilitators can provide feedback on how they can be developed them into conference presentations and published articles.

13:45-15:00 **WORKSHOP 9 – GENERATION Z IN CLASS AND IN CAREERS**

Location: International 1

Fran Mckee-Ryan[1]

[1]University of Nevada, Reno

Management research and teaching is nearing a new nexus: the convergence of emerging technologies, changing organizational and work forms/norms, and the entrance Generation Z graduates into their careers. This session explores this nexus to offer insights to enhance teaching effectiveness and facilitate career transitions for the Gen Z students that increasingly populate undergraduate and graduate programs in business and management. This interactive session engages participants with a focus on the participant's prior experience. Session takeaways include being able to: 1) Articulate unique characteristics and formative experiences of Gen Z students; 2) Formulate pedagogical enhancements to participants' courses/curricula to enhance learning opportunities and to situate these within a career development framework for Gen Z students; and 3) Explore opportunities for increasing mental health/wellness programs and diversity, equity, inclusion, and belonging efforts for Gen Z students.

15:00-15:15 **COFFEE BREAK**

15:15-16:30 **SYMPOSIUM 1 – PREPARING TOMORROW'S LEADERS: THE ROLE OF COMPASSION, CREATIVITY AND THE ARTS, CONTEMPLATIVE PRACTICES, CAREER READINESS, AND COPING STRATEGIES FOR LONELINESS IN PROMOTING WORKPLACE WELLBEING**

Location: International 4

Rajnandini Pillai[1], Kristen Prince[2], Bennett Cherry[1], Merryl Goldberg[1], Preeti Wadhwa[3], Ranjeeta Basu[1],

[1]California State University, San Marcos, [2]University of Missouri-St. Louis, [3]California State Polytechnic University, Pomona

The post pandemic era has caused a seismic shift to the workplace, especially in employee wellbeing and mental health. In keeping with the WAM 2024 theme which focuses on wellbeing in the workplace, the symposium takes a highly interdisciplinary approach and presents successful pedagogical and research approaches to prepare students for the major changes in the workplace. We will share our experiences with programs like compassionate leadership for leadership students, experiential activities that spark creativity and an appreciation for the arts, and findings from mindfulness interventions, career readiness initiatives, and strategies for combatting leader loneliness. We believe that this "WAM-y" symposium, combining as it does both pedagogy and research and presenting nontraditional and creative perspectives in an interactive manner, will be of great interest to the WAM audience at large.

| 15:15-16:30 | **TRADITIONAL PAPERS 11 – TRUST, CONFLICT, AND INFLUENCE: A MICRO-PERSPECTIVE** |

Location: Atlantic

Chair: Pingshu Li

TP11-1   Subordinates as Active Agents in Leadership Process

Ed Dandalt[1]

[1]Wilfrid Laurier University

This study examines the contribution of low-level bureaucrats (referred to as LLB) in the leadership process of public organizations as part of their role set dynamics. The narrative of these subordinates was interpreted through the lens of role theory of organizations. The findings reveal that the leadership contributions of LLB evolve within the dynamics of intragroup relations at the team level and self-management at the individual level. These roles also extend in administrative systems of providing services to out-group members. Moreover, the embodiment of these roles by LLB is attached to the demand for intrinsic and extrinsic rewards.

TP11-2   How and When does Trust in Coworkers Make Newcomers more Innovative? The Dual Roles of Psychological Safety and Interpersonal Conflict

Meena Andiappan[1], Lucas Dufour[2], Francesco Montani[3]

[1]McMaster University, [2]Toronto Metropolitan University, [3]University of Bologna

While prior research has consistently supported a positive link between interpersonal trust and employee innovation-related behaviors, scant and mixed evidence has been provided for the benefits of trust in the socialization context. Using three-wave, multisource data from 181 newcomer-supervisor dyads, we find that psychological safety acts as a key mediating mechanism explaining the positive impact of trust in coworkers on newcomer innovative work behavior. Moreover, task and relationship conflict with coworkers differentially moderates this indirect relationship, such that trust in coworkers positively influences psychological safety and, ultimately, innovative work behavior only when task conflict is high or, alternatively, relationship conflict is low. These findings provide a nuanced portrait of the trust-innovation relationship.

TP11-3   Cultural Orientations and Knowledge-Sharing Behavior: The Moderating Role of Intragroup Conflict

Yi Xiang[1], Wei Ning[1], Albi Alikaj[1], Doreen Hanke[2]

[1]Jacksonville State University, [2]McNeese State University

In this study, we examine the relationship between cultural orientations of allocentrisim (individual-level collectivism) and idiocentrism (individual-level individualism), and knowledge-sharing behavior. Building on prior research, we posit that these two cultural orientations have different relationships with knowledge-sharing behavior. We also examine the moderating role of intragroup conflict on the relationship between cultural orientation and knowledge-sharing behavior. Survey data consisting of 330 employees in six Chinese companies were used to test our hypotheses. Results and theoretical implications are discussed.

TP11-4   Bad Barrells turn Good Apples bad, Bad Apples ruin the Barrell, but what role do Good Farmers play? An online experiment.

Lucas Monzani[1], Ana Ruiz Pardo[1], Andriy Rozhdestvensky[2]

[1]Ivey Business School, [2]Lviv Business School at Ukrainian Catholic University

What drives corruption at the behavioural level and, more specifically, what drives project managers to make unethical choices? We extend an unethical choice framework by theorizing how leaders' character acts as a barrier to corruption. We tested our predictions by conducting an online experiment, which simulated a bidding auction for an engineering project. Our final sample consisted of 107 managers from different oblasts and regions in Ukraine before the Russian invasion in 2022. Using two binary logistic regressions and a SEM, we found that through a character-based learning mechanism, character contagion, supervisors' character indirectly reduced the probability of project managers making unethical choices, which was mediated by agreement with workplace norms penalizing corruption. Supervisors' communal dimensions of leader character decreased the supervisor's influence, but this was not the case when these communal dimensions were matched with agentic dimensions.

15:15-16:30   **TRADITIONAL PAPERS 12 – STRATEGIC IMPLICATIONS FOR UNIQUE CONTEXTS AND POPULATIONS**

Location: Pacific 1

Chair: Jim Downing

TP12-1   Balancing Mission and Margin: Insights into Non-Profits' Investment Behavior for Sustainable Impact and Capital Maintenance

Ferdinand Gosch[1], Nils Foege[1]

[1]Leibniz University Hannover

The investment decisions of non-profit organizations (NPOs) are of great importance for sustainable development, as they have to consider both the financial return and the fulfillment of their missionary goals. This paper examines the investment behavior of German NPOs and their governance of capital market investments in the context of sustainability and economic volatility. We used a mixed method approach, consisting of a qualitative content analysis of investment guidelines and a transaction analysis of securities purchases and sales from 2011 to 2022. The content analysis showed that NPOs have a clear risk aversion and a preference for sustainable fixed income securities. Transactional analysis confirmed these trends: NPOs showed a preference for fixed income securities and funds. It was found that 91% of investments were classified as sustainable. This paper fills a gap in the literature regarding the investment behavior of NPOs, especially in relation to sustainable investments.

TP12-2   Does International Commitment Matter for Innovation? Evidence from Emerging Economy Firms

Shantala Samant[1]

[1]Western Washington University

We examine the relationship between the research and development inputs and innovation outputs of firms in emerging economies. Building on insights from the resource-based view and internationalization process literature, we argue that an international commitment enables firms in emerging economies to better utilize their research and development inputs in the development of successful innovations by improving their ability to manage diverse resources. We hypothesize that investments in human capital and research expertise have a positive relationship with the innovativeness of emerging economy firms and that a commitment to international markets strengthens this relationship. We test our hypotheses using information on 2000 Eastern European firms from the Business Environment & Enterprise Performance Survey.

TP12-3   How Fair is the Air? An Environmental Justice Analysis of Greenhouse Gas Emissions and Co-Pollutants in California

Ian Dunham[1]

[1]San Francisco State University

This study utilizes data from California's Cap-and-Trade Program for Greenhouse Gas Emissions" the first state-implemented multi-sector cap-and-trade emissions trading program in the United States" to explore the relationship between community-level sociodemographic variables and air pollution. While data generated by the California's Cap-and-Trade Program is intended to monitor point-source pollution levels for the purposes of determining how emitters comply with emissions trading requirements, another application is to examine potential environmental justice concerns in the distribution of greenhouse gas emissions and co-pollutants. The results of independent samples t-tests and logistic regression analyses carried out at multiple scales reveal that local California communities surrounding air emissions have a comparatively greater proportion of people of color and those living below the poverty level.

TP12-4   The Benefits of Internal and External Networks for Women Entrepreneurs in Poverty

Smita Trivedi[1], Antoaneta Petkova[1], Jurgen Willems[2]

[1]San Francisco State University, [2]Wirtschaftsuniversität Wien

This study examines the relationships between the internal and external social networks of women entrepreneurs in poverty and the economic growth from entrepreneurship in their communities. Using inductive qualitative research methods, we find that the greatest economic benefits occur in communities where entrepreneurs have access to dense internal and external networks, despite the costs of such networks identified by prior research. We identify specific cognitive, emotional, and social benefits of entrepreneurial networks that might explain their essential role in the context of poverty. The findings from this study offer new insights to the literatures on entrepreneurial networks, women's entrepreneurship, and poverty alleviation.

| 15:15-16:30 | **TRADITIONAL PAPERS 13 – WHAT ADDS VALUE TO WORK AND WELL-BEING?** |

Location: Pacific 2

Chair: Kelly Fisher

TP13-1   Who Needs College? Employers Value Adults with Training Certificates

Hatim Rahman[1], Nicole Kreisberg[2]

[1]Northwestern University, [2]Penn State University

Most U.S. adults do not possess a four-year college degree, making them ineligible for many higher-paying jobs. This problem is especially pronounced given the advent of new technology, which is predicted to disproportionately displace low-wage workers. Our study provides causal evidence that U.S. employers value technology certificates when hiring. Technology certificates prove valuable for all adult workers, including non-college degree holders and other historically disenfranchised groups who face labor market discrimination. Our results provide demand-side evidence for researchers, policymakers, and workers that certificates are one way to narrow the skills gap, ensuring that a large share of the workforce can gain skills to keep pace with new technology.

TP13-2   Does Quality Matter? An Analysis of Mentoring Functions, Mentorship Quality, and Employee Outcomes

David Sloan[1], Alan Mikkelson[1], Craig Hinnenkamp[1]

[1]Whitworth University

Drawing on Social Exchange Theory, we explored whether mentorship quality mediates the link between mentor functions (career support, psychosocial support, and role modeling) with employee outcomes (organizational commitment, self-esteem, and employee well-being). Hypotheses were tested among 271 full-time employees who engaged in a mentoring relationship from a range of organizations using path analysis in AMOS. Results showed that mentorship quality fully mediates the relationships mentor functions and employee outcomes of self-esteem and employee well-being. Practical implications, limitations, and directions for future research are discussed.

TP13-3   Would Overworking Matter? Passion Pathway to Performance

Younggeun Lee[1], Minjoo Joo[2], Pol Herrmann[3]

[1]California State University, Los Angeles, [2]Duke Kunshan University, [3]Iowa State University

Only a few studies have examined whether an entrepreneur's passion is linked to firms' performance, and the results have been inconsistent. We attempt to explain why and when passion is associated with the success of firms. We theorize that obsessive passion leads entrepreneurs to fuse their identity with their organizations. Highly fused entrepreneurs feel the success of their organizations combined with their self and show high levels of loyalty and responsibility, which eventually lead to high performance. We also examine overwork as a moderator; we argue that entrepreneurs who overwork naturally spend more time with colleagues and experience meaningfulness in the workplace. Based on multisource (CEOs and executives) and multiwave (6-month lagged) data collected from 196 Korean firms, we find that the indirect impact of entrepreneurs' obsessive passion on firm performance through identity fusion is only significant when entrepreneurs overwork.

TP13-4   A Cross-Level Model of Feedback-Seeking Environment and Motivation to Improve Performance

Gerard Beenen[1], Shaun Pichler[1], Andrew Yu[2], Wangxi Xu[2]

[1]California State University, Fullerton, [2]University of Melbourne

The human resources management literature has demonstrated that a feedback-seeking environment and employee motivation to improve are essential for maximizing productivity. We identify three key problems in this literature: A need for theoretical development of predictors of feedback-seeking environment among managers; research linking feedback-seeking environment to motivation to improve; and a need for theoretical development of cross-level moderators of this relationship. We address these problems by developing and testing a cross-level model of feedback-seeking environment and motivation to improve based on resource investment and crossover propositions from conservation of resources (COR) theory. We test our model using multi-source data and multi-level analysis of 654 employees nested within 85 work units in a large healthcare organization. We contribute to COR theory by examining positive crossover between managers and employees in a multilevel context and explicate the role of procedural justice climate as a cross-level moderator between feedback-seeking environment and motivation to improve. Our results imply that to create work environments that are characterized by feedback-seeking and motivation to improve, organizations and HR practitioners can focus on manager feelings of career success and justice climate as targets of change.

15:15-16:30	**WORKSHOP 10 – PSYCHOLOGICAL SAFETY IN THE CLASSROOM FOR ALL**

Location: International 1

Kelly Fisher[1]

[1]*West Chester University*

In a psychologically safe environment, people feel free to ask questions, be inquisitive and curious, and share ideas freely. In the classroom, students who feel safe are more apt to engage, connect, change, and learn, while faculty feel more confident in expressing new ideas, challenging existing ones, and engaging in intellectual risk-taking. The focus of this workshop is to apply the principles of psychological safety to co-create pedagogical strategies and learning conditions that are specific to the higher education classroom. This session will be useful to educators who integrate challenging discussion topics or experiential activities in their classroom or who work with underserved student populations. This session also acknowledges the significance and relevance of psychological safety for educators, particularly those who are untenured, in addition to women and minorities and those with intersecting identities.

15:15-16:30	**WORKSHOP 11 – THE PLAYBOOK FOR TEACHING RESPONSIBLE LEADERSHIP**

Location: International 2

Christian Van Buskirk[1]

[1]*University of Victoria*

A UN Global Impact initiative, Principles for Responsible Management Education's (PRME) Impactful Five (i5) framework forms the basis for this practitioner workshop. The workshop introduces the, "Playbook" methods and signature moves, a pilot of pedagogical approaches for holistic skillset development to help the next generation of business leaders address the United Nations Sustainable Development Goals. Attendees will learn and practice evidence-based instructional strategies of 'playful learning' to integrate collaborative, social, meaningful, joyful, iterative, and actively engaging methods in their classrooms.

16:30-17:45	**ASCENDANT SCHOLARS SESSION**

Location: Catalina

18:30-22:00	**HARBOUR CRUISE** (Ticket Required)
	Sponsored by: University of Montana College of Business

Please arrive 20 – 30 minutes early

Walking directions (25-minute walk):
1) Exit the hotel lobby and walk southeast towards W Ocean Blvd.
2) Turn left onto W Ocean Blvd.
3) Continue straight and turn left onto Magnolia Ave.
4) Turn right back onto W Ocean Blvd.
5) Turn right onto S Chestnut Place.
6) Turn left onto W Shoreline Drive.
7) When you reach Shoreline Village, turn right.
8) The cruise meeting point is located at the west end of the village, close to the front entrance of Parker's Lighthouse Restaurant at Dock 9.

Getting there by car (10-minute drive):

To reach the sunset cruise by car, take any freeway to the Long Beach Fwy (710) South. In Long Beach move to the # 2 lane (2nd from left). The freeway is going to end and the #2 lane from the left becomes Shoreline Drive. Continue approximately 1 mile. Drive past the Aquarium of the Pacific and past Pine Avenue (Shoreline Village is across the street from the Long Beach Convention Center). Quickly after passing Pine Ave. turn right on Shoreline Village Drive and enter the parking lot into Shoreline Village. The cruise meeting location is at the west end of the village, near the front door of Parker's Lighthouse Restaurant, Dock 9.

SATURDAY, MARCH 16

SCHEDULE OVERVIEW

07:00-12:00	Registration/Info Desk Open (Promenade 2nd Floor)
07:00-08:30	Breakfast and WAM Business Meeting (Catalina)
08:30-09:45	Concurrent Sessions
09:45-10:00	Coffee Break (Promenade)
10:00-11:15	Concurrent Sessions
11:30-12:45	Closing Session (Catalina)

07:00-12:00   **REGISTRATION/INFO DESK OPEN**

Location: Promenade 2nd Floor

07:00-08:30   **BREAKFAST AND WAM BUSINESS MEETING**

Location: Catalina

08:30-09:45   **TRADITIONAL PAPERS 14 – REWARDS, MOTIVATION, AND ONBOARDING: CONSIDERING UNIQUE CONTEXTS**

Room: Atlantic

Chair: Cyrus Dioun

TP14-1   All That Glisters is Not Gold: The Role of Military Medals in Processes of Organizational Redemption

Neil Walshe[1]

[1]University of San Francisco

The profession of soldiering can involve repeated exposure to elements of risk, danger, and death. Awarding medals for displays of occupational virtue are commonplace within military organizations. It is suggested that military medals provide a symbolic representation of redemption on the part of the organization who recognize that the work of soldiering involves risk, danger and potential death. In awarding medals, organizations engage in a process of redemption by justifying, legitimizing, and encouraging behaviors which can be constructed as difficult and morally contentious by employees. Through interviews with recipients of military medals for courage, bravery, and honor, this paper suggests that medals are symbolic in that; (1) they place accessible social values on actions which allow for behaviors to be reframed by those expected to display them and (2) they allow organizations to engage in moral justification for exposing members to the dangers inherent to soldiering.

TP14-2   Crossed Wires: Motivational Asymmetry in Neurodiverse Workplaces

Elizabeth H. Follmer[1]

[1]University of Washington Bothell

Neurodivergent people with autism and ADHD experience high levels of unemployment despite their potential to provide competitive advantages to their employers. Although previous research has claimed that neurodivergent people struggle with social interactions due to deficits, this paper introduces an alternate explanation. This paper presents the findings of a qualitative study of motivation in neurodivergent adults. Analysis of 39 interviews reveals the importance of epistemic motivation and its role in a variety of workplace social norm violations. This paper introduces the construct of motivational asymmetry which provides a more complete account of social challenges. Understanding motivational asymmetry allows development of recommendations to resolve misunderstandings and overcome previously unexplained social difficulties in neurodiverse workplaces.

TP14-3   Non-Standard Workers as Newcomers: Proactive Behaviors During Onboarding

Jacqueline Zalewski[1], Johnna Capitano[1,2]

[1]West Chester University, [2]San Diego State University

Most organizational socialization research is based on standard employees, i.e., permanent workers employed directly by the organization. However, contingent workers, consultants, and outsourcing service providers account for an increasing proportion of the workforce. These non-standard workers are socialized into client organizations as newcomers, even though they are not employees of the client organization. We interviewed 51 non-standard workers, agency representatives who place such workers, and client representatives who hire and manage such workers. We demonstrate how established frameworks of proactive behavior can be extended, that intermediaries play a significant role in the onboarding of non-standard workers through assimilation coaching, and the considerable attention given to onboarding non-standard workers during the anticipatory socialization stage. Our findings contribute to a richer understanding of organizational socialization in the changing world of work.

| 08:30-09:45 | TRADITIONAL PAPERS 15 – CEO ACTIONS AND AI APPROACHES: TWO RESEARCH STREAMS |

Location: Pacific 1

Chair: Paul Olk

TP15-1   How Board of Director Advisement on the Use of Slack Resources Affects CEO Dismissals

Jeremy Foreman[1]

[1]University of Louisiana at Lafayette

Dismissing a CEO is among the most important actions boards of directors take and can have substantial consequences on organizations and stakeholders. However, the decision to dismiss a CEO can often be clouded by biases when trying to attribute poor performance to CEOs. Decisions to dismiss CEOs are based, in part, on boards' concerns regarding their ability to advise CEOs and protect their own reputations. The purpose of this study is to examine how the boards' advisement regarding the use slack resources affects how they attribute the organization's poor performance to the CEO. We ultimately find that CEOs are more likely to be dismissed when they are both solely responsible for the amount of slack resources available in the organization and there are a lot of slack resources available in the organization. However, when there is a lot of slack available due to the advisement of the board of directors, the dismissal likelihood is lower for CEOs adhering to the advisement of the board of directors.

TP15-2 - Equity-Based CEO Incentive Types and Corporate Social Performance

Donghoon Shin[1], Byungki Kim[2], Sunghun Chung[3], Praveen Parboteeah[1]

[1]University of Wisconsin Whitewater, [2]University of Queensland, [3]George Washington University

This study examines whether CEOs with different types of equity-based incentives devote differently to corporate social performance (CSP). Based on the difference between two equity-based incentives in promoting CEOs' risk-taking strategic initiatives, we find that firms led by CEOs with a risk-based incentive (i.e., Vega) devote more to CSP. In contrast, firms led by CEOs with a performance-based incentive (i.e., Delta) dedicate less to CSP since subtle differences in equity-based compensation designs affect the CEOs' risk preferences and long-term perspective. We also find that environmental dynamism and a firm's risky strategic investment strengthen the relationship between the CEO incentive types and CSP by affecting CEOs' risk perception, thus providing further validation of our arguments. These results suggest that using relevant CEO incentive types may encourage or discourage CEOs regarding enhancing a firm's CSP.

TP15-3   Getting to know AI: How one-on-one interactions with Large Language Models affects workers' attitudes towards AI in organizations

Meena Andiappan[1], Ruo Mo[2], Senthujan Senkaiahliyan[3], Emir Efendic[4], Gillian Hadfield[3], Philippe Van De Calseyde[5]

[1]McMaster University, [2]Montpellier Business School, [3]University of Toronto, [4]Maastricht University, [5]Eindhoven University of Technology

We examine how interaction with one Large Language Model (Open AI's GPT-3) affects employees' perceptions of AI's abilities, their attitudes toward AI, and their willingness to work with AI in the future. We test employees' general attitudes and task-specific perceptions and belief changes after using AI to perform four different work tasks (developing interview questions, fact checking, creating online content, and writing a recommendation letter). In Study 1, we find that while positive attitudes increase and negative attitudes decrease post-interaction, the latter effect is stronger. Our second study largely replicates Study 1 and we additionally find that changes to task-specific perceptions (e.g., acceptability, performance, suitability, and willingness to use AI for a certain task) are highly dependent upon task types. Overall though, we find that despite some initial qualms, people are more, rather than less, willing to work with AI post-interaction.

TP15-4   Artificial Intelligence in The Workplace: Insights for Firms & Human Resource Managers

S.R. Aurora[1], Nhien Nguyen[2], Hong Bui[3]

[1]Arizona State University, [2]Norwegian University of Science and Technology, [3]Birmingham City Business School

Artificial intelligence (AI) is transforming the workplace. This study conducted 15 in-depth interviews with AI experts from eight Norwegian AI companies, offering insights for HR and business leaders dealing with the evolving AI landscape. The study highlights the necessity of fostering resilient learning and collaborative attitudes among employees to thrive in the volatile AI field. Surprisingly, expertise in AI work extends beyond computer science and engineering to encompass various STEM disciplines, social sciences, and the humanities. Businesses and organizations should seek adaptable, humble, and continuously learning individuals with strong soft skills and interdisciplinary capabilities to empower AI success. We introduce a comprehensive model encompassing the absorptive, adaptive, and generative capacities of both individuals and organizations, complemented by two organizational integrative capacities that bridge the employee-organizational interface.

08:30-09:45	TRADITIONAL PAPERS 16 – HYPE, PASSION, AND INNOVATION

Location: Pacific 2

Chair: Laura Black

TP16-1   Towards A Holistic Theory of Hype: Classifications, Components, and a Temporal Cycle

Aaron Pagel[1], Alex Murray[1]

[1]University of Oregon

This paper expands on extant hype research by presenting a cohesive framework on which scholars can build. Using an integrative literature review, we first suggest that hype can be classified as either strategic or structural. We then generate and empirically validate five operationalized components of hype: utility, confidence, emotion, time, and saliency. Aided by previous definitions and our components, we recommend that hype be formally defined as the processes which moderate the boundedness of a claim's potential value and confidence that the claim will be achieved. Lastly, we present a conceptual temporal hype cycle to understand hype's recursiveness.

TP16-2   In Pursuit of Justice: Prospective Investor Responses to the Underdog Narrative in New Ventures

Mark Bolinger[1], Katrina Brownell[2]

[1]Appalachian State University, [2]University of Southern California

One of the main concerns of new ventures is gathering resources to promote venture survival. This often utilizes entrepreneurial narratives which emphasize a venture's strengths and other positive traits. However, evidence suggests that some ventures use "underdog narratives," which not only acknowledge but emphasize their barriers to success. This paper examines if and if so, why, potential investors respond positively to such narratives. Although we find a negative main effect of underdog narratives on intended investment, further examination reveals that they are just as effective as "favorite" narratives when investor personal risk is low, but not as perceived risk increases. Furthermore, we find that underdog support is higher for those who consider the world to be an unjust place. Our work is among the first to examine reactions to underdog narratives, and has important implications for both theory and practice.

TP16-3   Passionate CEOs And Venture Performance: The Role of Innovation

Younggeun Lee[1], Pol Herrmann[2]

[1]California State University, Los Angeles, [2]Iowa State University

Passion has been emphasized as the root of success, yet we still have a limited understanding of the performance implications of entrepreneurial passion. We build on the logic of identity-behavior fit and CEO attributes-strategic decisions-firm performance framework, theorizing that entrepreneurs with high developing passion focus on advancing their existing products or services (i.e., exploitation), which in turn increases venture performance. Analogously, we contend that entrepreneurs with high inventing passion primarily make strategic decisions on expanding new products or services (i.e., exploration), which also improves performance. We test our proposed hypotheses using multi-round (six-month longitudinal) data collected from multi-respondents (founder CEOs and top executives) of 150 small ventures in Korea.

TP16-4   The Entrepreneurial Storytelling of a Rhetorical Pivot: Navigating Identity Continuity and Change During Strategic Transformations

Rohny Saylors[1], David Boje[2], Chet Barney[3], Stephanie Maynard-Patric[4], Andrew Kach[5], Hank Strevel[3]

[1]Washington State University, [2]Fisk University, [3]University of South Dakota, [4]University of Illinois Springfield, [5]Willamette University

This study addresses a critical gap in the literature on organizational and entrepreneurial identity by examining how firms navigate narrative coherence during strategic pivots. Utilizing a single in-depth case study approach, we analyze 36 years of Walmart's annual reports to explore identity narratives during significant strategic transformations. Our findings introduce the concept of "rhetorical pivoting," a dynamic interplay

between narrative and strategy that enables firms to balance continuity and change. We identify key rhetorical techniques such as "temporal recalibration," "surrogate protagonist incorporation," "identification reset work," and "managing audience diversity" that allow firms to maintain narrative coherence and stakeholder support during strategic shifts. Our research contributes to the organizational identity, entrepreneurial identity, and strategic management literature by offering a nuanced understanding of identity dynamics amidst strategic pivots. It also extends the field of rhetorical history by exploring the ethical and strategic implications of narrative transformations. Future research could investigate the generalizability of these findings across different sectors and examine the ethical boundaries of rhetorical pivoting.

08:30-9:45   **WORKSHOP 12 – DESIGNING AND PUBLISHING RESEARCH ON MANAGEMENT EDUCATION: MEET THE EDITORS FROM THE JOURNAL OF MANAGEMENT EDUCATION AND MANUSCRIPT DEVELOPMENT WORKSHOP**

Location: International 4

Alex Bolinger[1]
[1]Idaho State University

In this 75-minute workshop, a member of the editorial team of the Journal of Management Education (JME) will overview the journal – presenting information related to JME's aims and scope, sections, upcoming special issue opportunities, as well as the submission and review processes. Next, the presenter will facilitate a manuscript development workshop, in order to provide members of the Western Academy of Management who are interested in publishing management education-related research, instructional innovations, and essays with advice to help them with their upcoming or ongoing projects.

08:30-9:45   **WORKSHOP 13 – -ISM INCUBATOR: IDEAS FOR ADDRESSING WORKPLACE MISTREATMENT IN THE CLASSROOM**

Location: International 1

Phylicia Taylor[1], Tsedale Melaku[2], Jerome Stewart[3], Verónica Rabelo[4]
[1]Florida A&M University, [2]Baruch College, [3]University of San Francisco, [4]San Francisco State University

In recent years, we have witnessed the growth of collective conversations around oppression, including racism, sexism, and ableism. In response, management educators increasingly are interested in addressing these "isms" in the classroom, yet may face concerns regarding when and how to do so. This "-Ism Incubator" provides participants with tools for addressing workplace mistreatment, including sample classroom exercises, recommended instructional materials (e.g., peer-reviewed research articles, podcast episodes, documentaries), and the opportunity to design an activity or assignment to help students more effectively prevent and respond to workplace mistreatment. Additionally, this workshop will address concerns and best practices for addressing workplace mistreatment in the classroom, including scaffolding, addressing common myths and misconceptions, managing triggers and activating moments, and assessing student learning.

08:30-9:45   **WORKSHOP 14 – ADVANCING MANAGEMENT THEORY THROUGH RESEARCH: GROUNDED THEORY WITH GROUNDED ACTION**

Location: International 2

Kara Vander Linden[1], Patrick Palmieri[2], Sara Huaman[3], Lori Peterson[2], Kari Allen-Hammer[1]
[1]Glaser Center for Grounded Theory, [2]Universidad Norbert Wiener, [3]CENTRUM Business School

Grounded theory, developed by Glaser and Strauss, is a research methodology designed to generate theory grounded in data systematically collected and analyzed within a topic area. The resulting theory is not only directly applicable to the topic area but also to other areas with similar theoretical properties. Grounded action extends a grounded theory by guiding researchers to design interventions, or actions, to inform evidence-based management practice. This systematic approach to scientific inquiry is useful for management researchers to develop theory that can result in management interventions. The purpose of this workshop is to provide participants an opportunity to learn how to develop a grounded theory study focused on implementing actions with the goal of informing evidence-based management practice.

09:45-10:00   **COFFEE BREAK**

10:00-11:15   **SYMPOSIUM 2 – NAVIGATING THE ETHICAL MAZE: DECODING UNETHICAL PRACTICES IN MANAGEMENT**

Location: International 2

Yu Rong[1], Zhonghao Zhang[1], Saeb Khassawneh[1], Diana Achoka[1], Kileigh B. Smith[1]

[1]*University of Nevada, Reno*

Ethics stands as an intangible yet pivotal resource essential for sustaining organizational operations. Despite its significance, organizational members may deviate from ethical norms, driven by self-interest or the perceived benefit of others (i.e., organization or family). The consequences of engaging in unethical behaviors, irrespective of intent, pose a profound threat to the growth potential of both the organization and its members. This symposium presents a comprehensive examination of the antecedents and outcomes of unethical behaviors within organizational frameworks. By scrutinizing the intricate dynamics influencing ethical decision-making, this symposium contributes to the scholarly understanding of the challenges posed by unethical conduct and its far-reaching implications on organizational development.

10:00-11:15   **TRADITIONAL PAPERS 17 – LEADERS' IMPACT ON ENGAGEMENT, FORGIVENESS, AND MINDFULNESS**

Location: Atlantic

Chair: Ed Dandalt

TP17-1   Competing concepts of mindfulness: Impacts on moral disengagement, individual stress, and organizational outcomes

Virginia Bratton[1], Myleen Leary[1], Kenneth Harris[2], Suzanne Zivnuska[3], Robyn Chupka[4]

[1]*Montana State University, [2]Indiana University Southeast, [3]California State University, Chico, [4]Tributary Consulting*

We examine 2 competing approaches to mindfulness as they relate to moral disengagement, organizational (affective commitment and turnover intentions), and individual outcomes (job strain and burnout). Past explorations of mindfulness in management literature have centered primarily on traditional trait mindfulness, which focused on processes more oriented toward the self. Lovingkindness-compassion mindfulness is an alternate approach that focuses more on the interconnection of the self with all living things. Using data from a US-based subsidiary of a multinational corporation, we find that lovingkindness-compassion mindfulness and trait mindfulness interact with moral disengagement to produce different organizational outcomes. These results add to our understanding of mindfulness in organizational settings. Future research should examine individual dimensions of moral disengagement as well as the impact of social desirability on mindfulness and moral disengagement constructs.

TP17-2   Entecedents of employee engagement: Triadic interaction between self-leadership, leader-member exchange, and organizational fit

Sonny Nguyen[1]

[1]*University of West Florida*

Researchers have tried to identify the causes of a significant decline in employee engagement, but there has been a surprising lack of research into employee engagement in academic literature. Although there has been some recent momentum in research on employee engagement, there is still a lack of research on the factors that lead to employee engagement. Additionally, there has been no exploration of the relationship between employee engagement and self-leadership in leadership research. To address these gaps, this study makes two major contributions. First, it extends empirical research on the factors that lead to employee engagement by examining the link between person-organization (P-O) fit and employee engagement. Second, based on the social exchange theory, the study examines the interaction between self-leadership, Leader-Member Exchange (LMX), and Person- Organization fit (P-O). The article discusses the implications of the study for research and practice.

10:00-11:15   **TRADITIONAL PAPERS 18 – CONSIDERING DIVERSITY, CONTEXT, AND OUTCOMES**

Location: Pacific 1

Chair: Bahar Javadizadeh

TP18-1   Winds of Change: How Entrepreneurial Leadership Steers Antifragility and Innovation in Organizations

Mashael Malibari[1], Saleh Bajaba[2]

[1]*Umm Al Qura University, [2]Florida Gulf Coast University*

Entrepreneurial leadership is pivotal for innovation, but its intricate dynamics with employee antifragility, job autonomy, and innovative behavior

are elusive. Our study suggests employee antifragility mediates the link between entrepreneurial leadership and innovation, with job autonomy as a moderator. Using a two-wave survey of 358 U.S. employees across various sectors, and analyzing through structural equation modeling, we found entrepreneurial leadership significantly amplifies innovation via antifragility, a relationship bolstered by job autonomy. The study illuminates key strategies for fostering workplace innovation and enhances understanding of these interplaying factors in organizational settings.

TP18-2   What tenure means for women versus men pertaining to punishment for professional misconduct

Pooria Assadi[1]

[1]*California State University, Sacramento*

I investigate the career consequences of one form of Wall Street misconduct: where stockbrokers cheat their customers by generating higher fees through conducting unnecessary, unsuitable, or unauthorized transactions. I use the records of the Financial Industry Regulatory Authority, which include stockbrokers' employment history and any involvement in formal disputes with customers or sanctions by the regulators. My sample includes 4,675 randomly-selected stockbrokers with employment spells at 1,877 brokerage firms between 1984 and 2013. Using robust linear probability models, I find that customer-initiated misconduct is punished by the labor market, but regulator-initiated misconduct is not. Furthermore, I find evidence that male brokers later in their careers are punished more for customer-initiated misconduct and punished less for regulator-initiated misconduct than female brokers later in their careers.

TP18-3   When more is less: Effects of workplace support on well-being of refugee employees

Robin Pesch[1], Ebru Ipek[2]

[1]*Northumbria University,* [2]*San Fransisco State University*

Refugees represent promising talent sources, yet due to the complex challenges they face employers need to provide specific forms of support for successful workplace integration. This article delves into specific support mechanisms for refugee employees by exploring both the employees' and employers' perspectives on and evaluations of such support. Utilizing a multiperspective approach, this study reflects 53 semi-structured interviews conducted with refugee employees, supervisors, and colleagues in 25 distinct support relationships. The triangulation of their diverse viewpoints yields a comprehensive perspective on complex support dynamics in workplaces that suggests a support typology, which in turn provides a basis for three propositions. These propositions illuminate how various forms of workplace support can enhance or undermine refugees' agency and psychological well-being.

TP18-4   The impact of diversity policies and modern racism beliefs on helping behavior

John Morton[1]

[1]*California State Polytechnic University, Pomona*

Diversity policies have become widespread in modern organizations. This paper investigated how Whites' modern racism beliefs influence their helping behavior when exposed to a diversity policy. In Study 1, White participants with relatively high modern racism beliefs showed lower helping behavior intentions directed at their organization when exposed to a diversity versus neutral policy. No differences emerged for Whites with relatively low modern racism beliefs. In Study 2, the results were replicated using a field sample of working adults in which they indicated their likelihood of helping their employing organization. The findings suggest that diversity policies can have unintended, adverse consequences for organizations, but are dependent upon employees' modern racism beliefs.

| 10:00-11:15 | TRADITIONAL PAPERS 19 – LEADERSHIP IN VARIOUS CONTEXTS |

Location: Pacific 2

Chair: Carol Flinchbaugh

TP19-1   Systematic Review on Leadership Styles in Virtual Teams: Effectiveness, Challenges, and Mediating Factors in the Globalized Era

Tianshi Hao[1]

[1]*Pepperdine University*

This research delves into the impacts of globalization on the rise of virtual teams and the leadership styles that best support them. Beginning with globalization in the 1940s, an increase in virtual team adoption has been observed, largely fueled by technology and a need for global talent. While they offer flexibility and diverse expertise, they come with challenges including trust-building and managing temporal distances. This study follows the PRISMA guidelines and systematically reviewed 39 peer-reviewed sources from 2013-2023. Findings underscore transformational leadership as the predominant style, with shared and transactional leadership also prevalent. The effectiveness of these styles is mediated by factors like trust, technology use, emotional intelligence, and communication. The review concludes that there isn't a "one-size-fits-all" leadership style for virtual teams, emphasizing adaptability and situational responsiveness as key.

TP19-2 "Happy to help, if…": A Qualitative Study of How Leaders' Reason about Providing Work-Nonwork Support

Allison Ellis[1], Tori Crain[2], Patricia Dahm[3], Jordyn Leslie[2]

[1]California State Polytechnic University, San Luis Obispo, [2]Portland State University, [3]University of Kansas

Leaders are a critical factor enabling employees to manage work-nonwork demands. This study explores how leaders reason about the provision of nonwork-support. Semi-structured interviews with leaders at an international organization examined through thematic analysis, revealed a set of complex and nuanced considerations made by leaders. We found that identity-based considerations including perceived ethicality and alignment with personal and professional identities are critical. As are situational considerations including whether the support is needed, whether leaders feel capable of providing the support, and how they expect employees will respond. Our findings reveal a precarious decision-making process that can be derailed when providing support is inconvenient or uncomfortable. Moreover, rich descriptions from leaders reflect nonwork support as being discretionary, variable, and requires judgment.

TP19-3 Conserving Resources for Employee Engagement: Considerate Leaders and Innovative Followers

Jessica Diaz[1], Brenton Wiernick[2], Rebecca Reichard[1]

[1]Claremont Graduate University, [2]Meta

Employee engagement is a driver of individual and unit performance. However, a growing threat to employee engagement is the experience of both quantitative and qualitative job insecurity brought by the COVID-19 global pandemic, economic recession, and civil unrest. Grounded in the conservation of resource theory (COR), we position job insecurity as a contextual job demand, individualized consideration leadership as an external job resource, and innovative behaviors as a personal resource impacting employee engagement over time. We examine 1,035 repeated measures responses based on 195 U.S. employees using a random intercept cross-lagged panel model over six weeks between March and July 2020. Whereas job insecurity is negatively related to employee engagement, individualized consideration and innovative behaviors have a positive, week-over-week causal relationship with employee engagement when controlling for job insecurity. Our findings suggest that considerate leaders and innovative employees are vital to maintaining employee engagement amidst uncertain times. However, neither individualized consideration nor innovative behaviors buffered the impact of job insecurity, furthering COR theory by highlighting how resource loss and resource gain spirals indeed operate at different paces. Finally, we offer practical implications for organizations navigating job insecurity and directions for future research on employee engagement under conditions of uncertainty.

TP19-4 Cues for him and her: Differences in subjective criteria used to evaluate leader charisma

Joshua Luker[1], Alex Bolinger[1], Mark Bolinger[2], Kelsey Conner[3]

[1]Idaho State University, [2]Appalachian State University, [3]Deloitte University

Charisma is perceived as a valuable asset for leaders, but little research has investigated differences in the subjective criteria used by male and female followers to evaluate leader charisma. In this study, we used modified concept mapping, an inductive method grounded in the perceptions of respondents, to compare the clusters of cues utilized by male and female respondents used to evaluate leader charisma. In particular, we found that differences in the cues used by male and female respondents could be categorized in terms of prototypical gender roles and, more interestingly, fundamental differences in perceptions of psychological closeness (or distance). We discuss the implications of our discoveries for a more nuanced understanding of the role of follower characteristics in perceptions of leader charisma.

| 10:00-11:15 | WORKSHOP 15 – IDEATING AND WRITING EFFECTIVE CASE STUDIES |

Location: International 4

Eric Litton[1], Rebecca Frankel[2]

[1]University of Central Florida, [2]Sage Publishing

Case studies are a common way to teach business students. They are a way for students to practice skills while learning to become future leaders. Case studies help develop critical thinking skills, interpersonal skills, and self-awareness (Sheehy, 2022). Educators and professionals have a wealth of knowledge to create case studies, but often do not know how to start or how easy it can be. This session will help participants develop their case study ideas. It is led by a co-Editor for a Humanities and Arts in Business case series, which will be used as an example to show how creative and interdisciplinary case studies for business can be. The other session leader is an Acquisitions Editor for Sage Publishing. Most of the session will focus on idea generation and brainstorming as well as getting collaborative feedback.

| 10:00-11:15 | **WORKSHOP 16 – TOWARD A CARING SUSTAINABLE SOCIETY: A RESEARCH WORKSHOP BEFORE IT IS TOO LATE** |

Location: International 1

Zoe Barsness[1], Richard Stackman[2]
[1]University of Washington-Tacoma, [2]University of San Francisco

The question – Can a caring sustainable society and capitalism co-exist? – is central to this discussion-driven workshop. As we continue to emerge from the pandemic, this workshop will provide interested scholars the opportunity to explore how current (and dominant) models of business (neoliberalism) and management (agency theory) are deficient with respect to how we prioritize care. Conclusions from Rebecca Solnit's book, A Paradise Built in Hell: The Extraordinary Communities that Arise in Disaster, provide a means by which we can consider lessons to be learned from the pandemic which opened a brief window of time for us to question how human activity is structured and its impact on our individual, familial, organizational, communal, and societal well-being.

| 11:30-12:45 | **CLOSING SESSION** |

Location: Catalina

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VENUE MAP
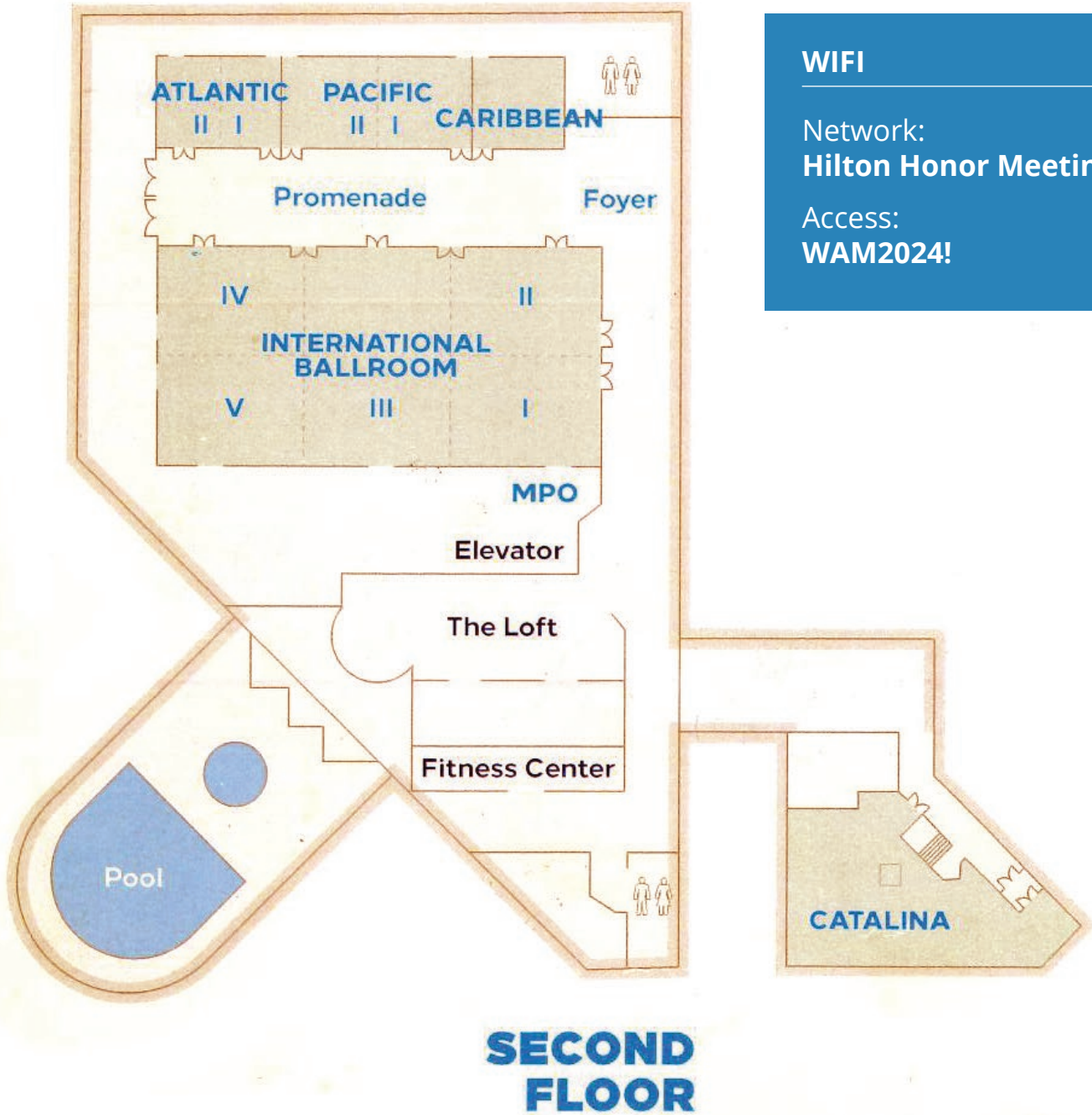
WIFI

Network:
Hilton Honor Meeting

Access:
WAM2024!

ATLANTIC   PACIFIC

II   I   II   I   CARIBBEAN

Promenade   Foyer

IV   II

INTERNATIONAL BALLROOM

V   III   I

MPO

Elevator

The Loft

Fitness Center

Pool

CATALINA

SECOND FLOOR

APPENDIX

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