



Southern Management Association 2006 Meeting

October 25-28, 2006
Clearwater Beach, FL



In Conjunction with:
Academy of International Business,
Southeast (USA) Chapter Meeting

Southern Management Association

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

Presently, the SMA membership numbers over 950 individuals representing more than 400 colleges, universities and business firms in 45 states and several foreign countries. The primary mission of the SMA is to foster the general advancement of research, learning, teaching, and practice in the field of management. Towards these ends, SMA provides many professional development opportunities and activities, for faculty who are interested in the study of management.

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

SMA Welcomes...

Our 2006 Meeting Partner

The Academy of International Business, Southeast (USA) Chapter

Our 2006 Meeting Exhibitors

Interpretive Simulations

John Wiley & Sons, Inc.

McGraw-Hill/Irwin

Sage Publications

SMA Shared Exhibit: SMA & AIB-SE 2007:
Come Join us in Nashville

The Wall Street Journal

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Conference Coordinator

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PAST PRESIDENTS*

Christine M. Riordan	Texas Christian University	(2005-2006)
Terri A. Scandura	University of Miami	(2004-2005)
Kevin Mossholder	Louisiana State University	(2003-2004)
Donna Ledgerwood	University of North Texas	(2002-2003)
Tammy G. Hunt	University of North Carolina-Wilmington	(2001-2002)
Pamela L. Perrewé	Florida State University	(2000-2001)
Vida Scarpello	Georgia State University	(1999-2000)
Chester A. Schriesheim	University of Miami	(1998-1999)
Mark J. Martinko	Florida State University	(1997-1998)
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David D. Van Fleet	Arizona State University West	(1995-1996)
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Charles R. Greer	Texas Christian University	(1992-1993)
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William H. Holley	Auburn University	(1984-1985)
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Dennis F. Ray	Mississippi State University	(1981-1982)
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John T. DeVogt	Washington & Lee University	(1975-1976)
Daniel A. Wren	University of Oklahoma	(1974-1975)
Leon C. Megginson	Louisiana State University	(1973-1974)
Richard I. Levin	University of North Carolina-Chapel Hill	(1972-1973)
Max B. Jones	Old Dominion University	(1971-1972)
Robert M. Fulmer	Georgia State University	(1970-1971)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1969-1970)
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Herbert G. Hicks	Louisiana State University	(1966-1967)
Charles R. Scott	University of Alabama	(1965-1966)
William M. Fox	University of Florida	(1964-1965)
Joseph L. Massie	University of Kentucky	(1963-1964)

SUSTAINED OUTSTANDING SERVICE AWARD WINNERS*

Robert C. Ford	University of Central Florida	2006
David Van Fleet	Arizona State University – West	2005
Arthur G. Bedeian	Louisiana State University	2004
James G. (Jerry) Hunt	Texas Tech University	2003

**Affiliations are at time of office*

SMA 2006 TRACK CHAIRS

Organizational Behavior/Organizational Theory/Organizational Development

Neal M. Ashkanasy, The University of Queensland

Strategic Management/Entrepreneurship

Tammy Hunt, University of North Carolina-Wilmington

Human Resources/Careers

Amy B. Henley, Kennesaw State University

Research Methods

James Bishop, New Mexico State University

Management History/Management Education/International Management

Bahman Paul Ebrahimi, University of Denver

Information Technology/Innovation

Darren C. Treadway, University of Mississippi

Ethics/Social Issues/Diversity

Lucy L. Gilson, University of Connecticut

Health Care/Hospitality Mgmt/Public Administration

Michael Matthews, Winthrop University

BEST PAPER COMMITTEES

Best Overall Conference Paper

Michael Hitt, Texas A&M University

Grant Savage, University of Alabama

Robert Vandenberg, University of Georgia

Best Overall Doctoral Student Paper

R. Duane Ireland, Texas A&M University

Michelle Kacmar, University of Alabama

Pamela Perrewe, Florida State University

BEST PAPER IN TRACK COMMITTEES

Track 1: Organizational Behavior/Organizational Theory/Organizational Development

Terri A. Scandura, University of Miami

Ron Humphrey, Virginia Commonwealth University

K. Michele Kacmar, University of Alabama

Track 2: Strategic Management/Entrepreneurship

Franz Kellermanns, Mississippi State University

Jim Combs, Florida State University

Allen Amason, University of Georgia

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

Kelly Zellars, University of North Carolina - Charlotte

Michael J. Kavanagh, The University at Albany

Kay J. Bunch, Georgia State University

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

John A. Sample, Florida State University

Milan Larson, University of Northern Colorado

Gayle Baugh, University of West Florida

Track 5: Management History/Management Education/International Management

Sandra Young, University of Denver

Bahman Ebrahimi, University of Denver

Track 6: Information Technology/Innovation

Garry Adams, Auburn University

Anthony Ammeter, University of Mississippi

Alfred Warner, Pennsylvania State University - Erie

Track 7: Ethics/Social Issues/Diversity: Best Overall Paper Committee

Walter Davis, University of Mississippi

Sharon Jeffcoat Bartley, The University of Tennessee

Gayle Baugh, University of West Florida

Jane Galloway Seiling, Business Performance Initiative

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

Donna Slovensky, University of Alabama, Birmingham

Grant Savage, University of Alabama

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

Myron Fottler, University of Central Florida

Michael Matthews, Winthrop University

2006 SMA Awards

SMA SUSTAINED OUTSTANDING SERVICE AWARD

Robert C. Ford, University of Central Florida

BEST OVERALL CONFERENCE PAPER

LEADERSHIP BEHAVIORS AROUND THE WORLD: THE RELATIVE IMPORTANCE OF GENDER VERSUS CULTURAL BACKGROUND

Hetty Van Emmerik, *Utrecht University*
Martin Euwema, *Utrecht University*
Hein Wendt, *Hay Group*

Presented on Thursday, from 9:30am - 10:50am in Tarpon

BEST OVERALL DOCTORAL STUDENT PAPER

FIT OR "FLY": PERCEPTIONS OF FIT AND REPUTATION AS DETERMINANTS OF APPLICANT ATTRACTION AND JOB CHOICE INTENTIONS

Shannon G. Taylor, *Louisiana State University*
Stacie A. Furst, *University of Cincinnati*

Presented on Thursday, from 1:30pm - 3:00pm in Salon A

BEST TRACK PAPERS

Track 1: Organizational Behavior/Organizational Theory/Organizational Development

INFLUENCE OF TASK AND CONTEXTUAL PERFORMANCE ON JUDGMENTS OF PROMOTABILITY

Jim Jawahar, *Illinois State University*

Presented on Friday, from 8:15am - 9:45am in Salon B

Track 2: Strategic Management/Entrepreneurship

HORIZONTAL ALLIANCES, COMPETITIVE AGGRESSIVENESS, AND THE MODERATING INFLUENCE OF MULTIMARKET CONTACT AND RESOURCE SIMILARITIES AMONG PARTNERS

Ahmad M. Hassan, *Morehead State University*
James J. Chrisman, *Mississippi State University*
Mohamed Ahmed Mohamed, *Morehead State University*

Presented on Friday, from 8:15am - 9:45am in Mangrove

Track 3: Human Resources/Careers

THE MODERATING EFFECT OF WORK-FAMILY CENTRALITY ON WORK-FAMILY CONFLICT, ORGANIZATIONAL ATTITUDES, AND TURNOVER BEHAVIOR

Jon C. Carr, *University of Southern Mississippi*
Scott L. Boyar, *University of South Alabama*
Brian T. Gregory, *University of Southern Mississippi*

Presented on Saturday, from 8:00am - 9:30am in Salon A

Track 4: Research Methods

DEVELOPMENT OF THE COLLECTIVE IDENTIFICATION SCALE (CIS): PRELIMINARY RESULTS

Jason S. Stoner, *Florida State University*
Pamela L. Perrewe, *Florida State University*

Presented on Thursday, from 3:15pm - 4:45pm in Citrus

Track 5: Management History/Management Education/International Management

LEADERSHIP BEHAVIORS AROUND THE WORLD: THE RELATIVE IMPORTANCE OF GENDER VERSUS CULTURAL BACKGROUND

Hetty Van Emmerik, *Utrecht University*
Martin Euwema, *Utrecht University*
Hein Wendt, *Hay Group*

Presented on Thursday, from 9:30am - 10:50am in Tarpon

Track 6: Information Technology/Innovation

A THEORY OF INTERFIRM NICHE COMPETENCE IN RADICAL TECHNOLOGICAL REGIMES

Ikenna S. Uzuegbunam, *Rensselaer Polytechnic Institute*
Satish Nambisan, *Rensselaer Polytechnic Institute*

Presented on Thursday, from 1:30pm - 3:00pm in Tarpon

Track 7: Ethics/Social Issues/Diversity

THE ROLE OF CULTURAL VALUE DIMENSIONS IN RELATIONAL DEMOGRAPHY

Bryan S. Schaffer, *University of North Carolina - Asheville*

Presented on Friday, from 1:30pm - 3:00pm in Citrus

Track 8: Health Care/Hospitality Mgmt/Public Administration

THE RELATIONSHIP OF HEALTHCARE MANAGERS' SPIRITUALITY TO THEIR SELF-PERCEIVED LEADERSHIP PRACTICES

Myron D. Fottler, *University of Central Florida*
Gary Strack, *Boca Raton Community Hospital*

Presented on Friday, from 1:30pm - 3:00pm in Coral

BEST DOCTORAL STUDENT PAPERS BY TRACKS

Track 1: Organizational Behavior/Organizational Theory/Organizational Development

THE INFLUENCE OF EMOTIONAL RESOURCES ON EMOTIONAL LABOR

Yongmei Liu, *Florida State University*
L. Melita Prati, *East Carolina University*

Presented on Friday, from 8:15am - 9:45am in Salon B

Track 2: Strategic Management/Entrepreneurship

REDUCING THE IMPACT OF AN ADVERSE EVENT IN YOUNG FIRMS

Stuart Napshin, *Drexel University*
Donna Marie De Carolis, *Drexel University*

Presented on Saturday, from 8:00am - 9:30am in Mangrove

Track 3: Human Resources/Careers

FIT OR "FLY": PERCEPTIONS OF FIT AND REPUTATION AS DETERMINANTS OF APPLICANT ATTRACTION AND JOB CHOICE INTENTIONS

Shannon G. Taylor, *Louisiana State University*
Stacie A. Furst, *University of Cincinnati*

Presented on Thursday, from 1:30pm - 3:00pm in Salon A

Track 4: Research Methods

PRIMING EFFECT IN ORGANIZATION DIAGNOSIS

Dean C. Vitale, *Auburn University*

Presented on Thursday, from 3:15pm - 4:45pm in Citrus

Track 5: Management History/Management Education/International Management

TECHNOLOGY MEDIATED LEARNING ENVIRONMENT'S IMPACT ON CLASSROOM ATTENDANCE

John Kirk Ring, *Mississippi State University*
Franz Kellermanns, *Mississippi State University*
Carol M. Lehman, *Mississippi State University*
Debbie D. DuFrene, *Stephen F. Austin State University*
Rodney A. Pearson, *Mississippi State University*

Presented on Thursday, from 8:00am - 9:20am in Tarpon

Track 6: Information Technology/Innovation

LEADERSHIP CAPABILITIES AND VIRTUAL TEAM PHASES: A PROPOSED RESEARCH FRAMEWORK

Debmalya Mukherjee, *University of Memphis*
Tejinder K. Billing, *University of Memphis*
Maria B. Gondo, *University of Memphis*

Presented on Friday, from 1:30pm - 3:00pm in Tarpon

Track 7: Ethics/Social Issues/Diversity

THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MODERATING EFFECTS OF CULTURAL VALUES

Marieke C. Schilpzand, *Georgia Institute of Technology*
Luis Martins, *Georgia Institute of Technology*
Bradley Kirkman, *Texas A&M University*

Presented on Friday, from 1:30pm - 3:00pm in Citrus

Track 8: Health Care/Hospitality Mgmt/Public Administration

A FRAMEWORK FOR STUDYING ADOPTION OF ORGANIZATIONAL INNOVATIONS

Tom J. Sanders, *University of Montevallo*
Thomas Powers, *University of Alabama - Birmingham*

Presented on Thursday, from 3:15pm - 4:45pm in Coral

BEST REVIEWERS BY TRACK

Track 1: Organizational Behavior/Organizational Theory/Organizational Development

Christian Kiewitz, *University of Dayton*

Track 2: Strategic Management/Entrepreneurship

G. Tyge Payne, *Texas Tech University*

Track 3: Human Resources/Careers

Gayle Baugh, *University of West Florida*

Track 4: Research Methods

Janice C. Molloy, *The Ohio State University*

Track 5: Management History/Management Education/International Management

Marie-Line Germain, *City College*

Track 6: Information Technology/Innovation

Alfred Warner, *Penn State University - Erie*

Track 7: Ethics/Social Issues/Diversity

Gayle Baugh, *University of West Florida*

Track 8: Health Care/Hospitality Mgmt/Public Administration

Grant Savage, *University of Alabama*

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Marie-Line Germain, City College
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Christian Kiewitz, U. of Dayton
Jun Yeup Kim, U. of Lincoln
Younhee Catherine Kim, U. of Utah
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William Kirkwood, Caritas Healthcare System
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Harry B. Knoche III, Florida Atlantic U.
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Milan Larson, U. of Northern Colorado
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Tam Wanthanee Limpaphayom, Eastern
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Laura McAndrews Little, Oklahoma State U.

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 Yongmei Liu, Florida State U.
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 Kevin B. Lowe, U. of North Carolina - Greensboro
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 John A. Martin, Florida State U.
 Thomas Martin, U. of Nebraska @ Omaha
 David Maslach, The U. of Western Ontario
 John M. Maslyn, Belmont U.
 David Mayer, U. of Central Florida
 Jean McGuire, Concordia U.
 Gail McKee, Roanoke College
 Mary McKinley, ESCEM
 Arlise P. McKinney, U. of North Carolina - Greensboro
 Gary C. McMahan, The U. of Texas - Arlington
 Heather S. McMillan, The U. of Tennessee
 Amy McMillan-Capehart, East Carolina U.
 Adam Meade, North Carolina State U.
 Kamlesh T. Mehta, The College
 Arthur Meiners Jr., Marymount U.
 Jessica R. Mesmer-Magnus, U. of North Carolina - Wilmington
 John W. Michel, State U. of New York - Albany
 Angela Miles, North Carolina A&T State U.
 Marcel Charles Minutolo, Joseph M. Katz Graduate School of Business
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 Janice C. Molloy, The Ohio State U.
 Tom W. Moore, U. of Texas - Arlington
 Dennis L. Mott, Oklahoma State U.
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 Mambo Governor Mupepi, U. of Michigan Health System/Grand Valley State U.
 Angela J. Murphy, Florida AM U.
 Edward Francis Murphy Jr., Embry Riddle
 Stuart Napshin, Drexel U.
 Millicent F. Nelson, Middle Tennessee State U.
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 William Ninehan, George Washington Univ
 Kimberly E. O'Brien, U. of South Florida
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 Christine Oliver, U. of London - Queen Mary
 Timothy B. Palmer, Western Michigan U.
 Kizzy Marie Parks, Florida Inst. of Tech.
 Pankaj Patel, U. of Louisville
 Marshall Pattie, U. of Texas - Arlington
 G. Tyge Payne, Texas Tech U.

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Tuesday, October 24

Tuesday, from 7:00pm - 8:00pm in Salon D

Doctoral Consortium and SMA Preconference Welcome Reception

Wednesday, October 25

Conference Registration: From 3:00pm-7:00pm in Salon E

Coordinator: **Sharon Topping**, *University of Southern Mississippi*

Registration for SMA Placement Services: From 6:00pm - 7:00pm in Dolphin
(late registration only; folders will not be available.)

Coordinator: **Frank B. Markham**, *Mesa State College*

Wednesday, from 7:45am - 4:30pm in Salon D

17th Annual Doctoral Consortium

Sponsored by:
Wharton Research Data Services (WRDS)

The Doctoral Consortium is a daylong program designed for students who are in the early stages of their doctoral programs. The goals of the Consortium include: (1) helping students be successful doctoral students, (2) assisting students to gain a better understanding of key factors underlying faculty success in research, teaching, and service; and (2) assisting students to network and begin the process of integrating themselves into their profession.

As in years past, the program will feature nationally recognized scholars who will lead sessions on research, teaching, and job placement. Roundtable sessions will cover career management and related topics.

Coordinators:
Margaret (Peg) Williams, *Virginia Commonwealth University*
Mark Gavin, *Oklahoma State University*

Wednesday, from 12:00pm - 2:45pm in Salon A

Research Methods Workshop: Survey Scale Development and Validation

Sponsored by:
Center for the Advancement of Research Methods and Analysis (CARMA)

The purpose of this PDW is to provide a tutorial in scale development and validation practices for management researchers, without regard to any specific management discipline. While there are certainly resources available detailing these procedures (e.g., Churchill, 1979; Hinkin, 1995; Schriesheim et al., 1993), the trend in management research to ignore sound development practices continues to call for instruction in these methods. Our session begins with an overview of measurement, instrumentation, reliability and validity. We next discuss item generation and content validation, providing several examples and useful tools for content adequacy assessment. We end with some of the problems that we face in terms of measurement (dealing with single-item measures, social desirability, ipsative measures, etc.) and a discussion of threats to construct validity in existing published scales. We also include time during the session for participants to raise questions they face in their own research.

Presenters:
Claudia C. Cogliser, *Texas Tech University*
Lucy Ford, *Rutgers University*
Terri A. Scandura, *University of Miami*
Robert Vandenberg, *University of Georgia*

Wednesday, from 12:00pm - 2:45pm in Salon C

Research Methods Workshop: Using Qualitative Methods in Management Research

Sponsored by:

Center for the Advancement of Research Methods and Analysis (CARMA)

The Qualitative Research Workshop will offer an introduction to contemporary qualitative methods as well as provide an opportunity for participants to discuss their current research projects. We will provide as much as an introduction as needed, and will also focus on strategies for writing, re-writing, and publishing qualitative research. In order to make this session particularly useful, we would love to have workshop participants' projects to discuss research design, data collection, analysis, and presentation/writing. If you currently conducting a qualitative research project, we hope it will be of great benefit to you. No matter your career stage, we hope it will be very informative to see and discuss what others are doing, how they go about it, and what other participants recommend for various types of projects.

Presenters:

Robert Paul Gephart Jr., *University of Alberta*

Karen Golden-Biddle, *University of Alberta*

Hans Hansen, *Texas Tech University*

Wednesday, from 3:00pm - 5:00pm in Salon C

Teaching Excellence Workshop: Building the Teaching Toolkit

A distinguished group of teacher-scholars has been assembled for the 2006 Teaching Excellence Workshop.

Dr. Lew Brown of *University of North Carolina-Greensboro* and Editor of the *Case Research Journal* will lead a session on the effective use of cases in a board range of courses. **Dr. Claudia C. Cogliser** of *Texas Tech University* will lead a session on using fiction and film to teach management concepts. **Dr. Nagaraj Sivasubramaniam** of *Duquesne University* will describe a process for implementing a social learning architecture in the classroom.

Audience interaction and participation will be encouraged and expected throughout the session. A discussion of best practices for teaching management concepts will follow the presentations.

Wednesday, from 5:30pm - 6:00pm in Citrus

New Members Orientation: Come and learn about SMA and how it functions.

Wednesday, from 1:30pm - 4:30pm in Citrus

SMA Officer and Board Meeting

Presiding: Anson Seers, *Virginia Commonwealth University*

Wednesday, from 6:00pm - 7:00pm in Salon E

SMA and AIB-SE Joint Welcome Reception

Come and gather for light snacks and conversation with colleagues.

Wednesday, from 2:45pm - 3:15pm in Salon B

Preconference Workshop Networking Break

Wednesday, from 3:00pm - 5:00pm in Salon A

Journal of Management Research Development Workshop: Converting Good Research into Publishable Articles

The *Journal of Management Research Development Workshop* will offer participants opportunities to learn how to convert good research into publishable articles. In particular, it will address three questions: (1) How can you make your article more theoretically interesting and answer the reviewers' "so what?" question; (2) How can you improve the readability and professionalism of the presentation of your ideas, and (3) How can you negotiate the revision process more successfully?

Active participation of attendees is encouraged.

Presented by *Journal of Management* Editors

Editor-in-Chief: Russell S. Cropanzano, *University of Arizona*

Associate Editor: Terri A. Scandura, *University of Miami*

Thursday, October 26

Conference Registration: From 8:00am - 5:00pm in Salon E

Coordinator: **Sharon Topping**, *University of Southern Mississippi*

SMA Placement Services: From 8:00am - 5:00pm in Dolphin (closed for lunch from 12:00 pm to 1:30 pm)

Coordinator: **Frank B. Markham**, *Mesa State College*

Thursday, from 7:00am - 8:30am in Coasters Restaurant

SMA Networking Breakfast

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

All SMA registrants are invited. Come meet everyone!

Thursday, from 7:30am - 8:30am in Marlin

Journal of Management Breakfast and Board Meeting

Presiding: **Russell S. Cropanzano**, *University of Arizona*

Thursday, from 8:00am - 9:20am in Citrus

Ethics/Div: Unethical Behavior, Corruption, and Scandal

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

Discussants:

Sujin K Horwitz, *Lamar University*

Lucy L. Gilson, *University of Connecticut*

Matrecia Long James, *Jacksonville University*

ETHICS OF MUTUAL FUND MANAGERS: AN INTERNATIONAL PERSPECTIVE

Justin L. Davis, *Ohio University*

Gary C. McMahan, *The University of Texas - Arlington*

G. Tyge Payne, *Texas Tech University*

The presence of unethical and/or illegal behavior in the mutual fund industry has become increasingly evident in recent years as several leading organizations have been charged and/or indicted for fraudulent behavior. Scandals have emerged as the SEC and other governmental entities continue to expose possible violations of laws, industry regulations, and unethical management practices. This paper attempts to explain issues by examining domestic, global, and international mutual funds as defined by a fund's operational investment orientation. This research emphasizes the importance of the investment orientation of the fund on the likelihood of unethical/illegal behavior.

STEWARDSHIP GOVERNANCE: FOSTERING ETHICAL WORK CLIMATES AND COVENANTAL RELATIONSHIPS

Curtis Francis Matherne, *Mississippi State University*

Recent corrupt behavior on behalf of American businesses and corporate executives suggests that a rethinking of the relationship between corporate governance and organizational ethics is required. The dominant governance approach of agency theory has fostered an emphasis on short-term profit and self-serving behavior. This paper suggests that stewardship theory offers an attractive alternative to existing governance models and argues that a stewardship approach is likely to facilitate the more ethical work climates and covenantal relationships between employers and employees, both of which have been shown in the literature to promote positive attitudes and behaviors, as well as ethical decision making.

UNDERSTANDING MEDIA RHETORIC USED TO PRESENT ETHICAL VIOLATIONS OF CORPORATIONS: THE ENRON SCANDAL

Karan Sonpar, *University of Alberta*

Maureen Goutier, *University of Alberta*

This paper describes the rhetorical strategies used by the print media to present corporate ethical violations. The empirical context is the Enron Scandal. We draw upon newspaper accounts that discussed the scandal in some major newspapers to explore how events are constructed, actors are portrayed, and storylines are created to potentially influence the audience. The paper concludes by offering suggestions on how the study of rhetoric can be developed in organization studies.

Thursday, from 8:00am - 9:20am in Coral

HC/HM/PA: Public Policy Perspectives

Session Chair: **Francis E. Hamilton**, *Eckerd College*

Discussants:

Francis E. Hamilton, *Eckerd College*

Kizzy Marie Parks, *Florida Institute of Technology*

Amy K. Yarbrough, *University of Florida*

BUILDING A FAIR EXCHANGE RELATIONSHIP BETWEEN BUYERS AND SELLERS IN RESIDENTIAL REAL ESTATE TRANSACTIONS: A PUBLIC POLICY PERSPECTIVE

Randi L. Sims, *Nova Southeastern University*

Terrell G. Manyak, *Nova Southeastern University*

This study explores the experience of home buyers by focusing on the asymmetry of information that exists between the buyer and seller, the role of professionals in brokering the purchase contract, and the place of ethics in moderating behavior. Random sampling procedures were used to select recent home buyers in one South Florida county. Completed surveys were received from 104 respondents, for a response rate of 31%. In part, the results of the study are discussed in terms of the role of e-government in providing education for first time home buyers and the professionalism of those involved in the transaction.

DIFFERENCES IN ORGANIZATIONAL COMMITMENT TYPE AND JOB SATISFACTION: PUBLIC SECTOR EMPLOYEES

Iroacus Edward Jernigan, *University of North Carolina - Charlotte*
Joyce M. Beggs, *University of North Carolina - Charlotte*

This paper reports the results of a study that examined differences in job satisfaction and organizational commitment type for a sample of firefighters (N = 52), police officers (N = 57), and utility district employees (N = 45). Firefighters expressed significantly higher moral commitment and significantly lower alienative commitment than did police officers and utility district employees. Firefighters also expressed higher job satisfaction than either utility district employees or police officers. There were no significant differences between police officers and utility department employees with respect to job satisfaction or commitment types. None of the groups differed significantly on calculative commitment.

PROFESSIONAL ASSOCIATIONS: WHAT'S IN IT FOR ME?

Gergana T. Markova, *Wichita State University*
Robert C. Ford, *University of Central Florida*

Like any other organization dependent upon its customers to survive, professional associations need to identify and satisfy the motives of their members to join and stay with the organization. This study was designed to investigate the impact of benefits on membership satisfaction and intent to renew their membership. Based on the responses of 1980 members of a large international accounting association, we found that the satisfaction with professional benefits and quality of customer service were positive predictors of both members' satisfaction and members' intent to renew their membership. The impact of professional involvement on members' attitudes was recognized and tested.

Thursday, from 8:00am - 9:20am in Mangrove

Strategy/Ent: Entrepreneurship Careers

Session Chair: **Douglas Sanford Jr.**, *Towson University*

Discussants:

William Ritchie, *Florida Gulf Coast University*
John A. Martin, *Florida State University*
Michael C. Withers, *The University of Alabama*

A THREE-COMPONENT ENTREPRENEURIAL CAREER COMMITMENT AND ITS CONSEQUENCES

Liqiong Guo, *University of Illinois - Chicago*
Hao Zhao, *Rensselaer Polytechnic Institute*
Stanley L. Sclove, *University of Illinois - Chicago*

In this paper, we advocate viewing entrepreneurship as a unique career status, and we extend the three-component (affective, continuance, and normative) commitment theory to this career status. We empirically examine the relationship between the three types of commitment and a number of entrepreneurial outcomes using structural equation modeling on longitudinal data from 324 nascent entrepreneurs. Affective commitment and continuance commitment, but not normative commitment, were associated with entrepreneurial intensity, which predicted startup status and entrepreneurial satisfaction. Affective commitment was also associated with participation in entrepreneurial training and growth intention, and continuance commitment was associated with growth intentions.

TESTING AN INTERACTIVE MODEL OF ENTREPRENEURIAL PERSONALITY CHARACTERISTICS AND MUNIFICENCE

Jintong Tang, *University of Alabama*

New venture startup is an interactive process between individuals and their environments. We thus propose and empirically test a model of the entrepreneurial process that examines the dynamic relationships between entrepreneurs' personality characteristics and environmental conditions. Findings reveal that entrepreneurs' achievement motivation significantly and positively relates to performance regardless of the munificence level in the environment. However, risk-taking propensity is only negatively associated with performance at low munificence level.

THE ROLE OF EDUCATION ON STUDENTS' ENTREPRENEURIAL INTENTIONS

Calvin M. Bacon, *University of South Alabama*
Marjorie Icenogle, *University of South Alabama*
Norman Bryan, *University of South Alabama*

This study expands Shapero's (1985) model of the entrepreneurial event to evaluate the impact of entrepreneurial education on college students' intentions to start new businesses. Findings reveal that positive experience is important for choosing to enroll in entrepreneurial courses, increasing self-efficacy, and increasing desirability to start a new business. Moreover, it was found that self-efficacy increases students' intentions to start new businesses, but also increases students' perceptions of desirability to start a business. Results suggest that entrepreneurial education is important for increasing students' self-efficacy, which will ultimately increase intentions to start a business.

Thursday, from 8:00am - 9:20am in Salon A

HRM: Individual Differences and Personalized Work Experiences: Stress, Retention, and Empowerment

Session Chair: **Gayle Baugh**, *University of West Florida*

Discussants:

Christopher Harris, *University of Texas - Arlington*
Marcia J. Simmering, *Louisiana Tech University*
Joyce Thompson Heames, *West Virginia University*
Heather Shields, *Texas Tech University*

BRINGING ROLE STRESS INTO FOCUS: REGULATORY FOCUS THEORY AS AN ANTECEDENT TO ROLE STRESS

Sheryllynn Roberts, *University of Texas - Arlington*

Results in role stress research have been weak, missing or negative (Jackson & Schuler, 1985). Evidence points to undiscovered predictors (Tubre & Collins, 2000). Role stresses include conflict, ambiguity and overload (Peterson et al., 1995). Why do some people suffer from role stress and others do not? Regulatory Focus Theory (Brockner & Higgins, 2001) may be a key to understanding how and why role stress develops.

THE EFFECTS OF NEGATIVE FEEDBACK AND GENDER ON EMPLOYEE EMPOWERMENT

Mary Dana Laird, *Florida State University*

This paper proposes that there is a causal relationship between negative feedback and employee empowerment. Specifically, it is predicted that gender will affect the attributions that supervisors and subordinates make for poor subordinate performance. In turn, the alignment of supervisor and subordinate attributions will determine if the subordinate is demoralized or empowered by the supervisor's feedback. Practical implications and directions for future research are offered.

THE KALEIDOSCOPE CAREER MODEL AS A NEW LENS TO STUDY WOMEN'S WORK STRESS: A RECONCEPTUALIZATION AND AGENDA FOR FUTURE RESEARCH

Sherry E. Sullivan, *Bowling Green State University*
Lisa Mainiero, *Fairfield University*

This paper explores the linkage between the careers of women, over a lifespan, and their experiences with stress. Traditional models of career stages were developed by studying men's careers, but those models did not allow for the complexities of women's careers. Several newer models of careers have appeared in the literature but none of these models adequately address the issues women face as they juggle work responsibilities and their family lives. We discuss the Kaleidoscope Career Model as a means of understanding the parameters which may affect women's decision making about their careers and the relationship between these parameters and the experience of stress.

THE RETENTION OF VALUED OLDER WORKERS: A THEORETICAL MODEL AND HYPOTHESES FOR EMPIRICAL RESEARCH

Michael J. Kavanagh, *State University of New York - Albany*
Brian D. Lyons, *State University of New York - Albany*
John W. Michel, *State University of New York - Albany*

The anticipated impact of retirement of the "baby boomers" is receiving wide-spread attention in research, management practice and public policy (IBM Business Consulting Services, 2005; Hedge et al., 2005). The U.S. General Accounting Office (2003) indicated that workers over 55 will increase from 13% of labor force in 2000 to 37% by 2015. One effect of these societal changes is that organizations will be losing loyal workers with valuable skills. This means organizations will need to establish programs to retain selected older workers. This paper will cover an integrative theoretical model with specific propositions for future empirical research.

Thursday, from 8:00am - 9:20am in Salon B

OB/OT/OD: Case Studies of Change

Session Chair: **Rosemarie Reynolds**, *Embry - Riddle Aero Univ*

Discussants:

Jane V. Wheeler, *Bowling Green State University*

Suzy Fox, *Loyola University - Chicago*

Stephen P. Fitzgerald, *Touro University International*

APPRECIATING LOCAL KNOWLEDGE PERSPECTIVES IN BUILDING ORGANIZATIONS: EXPERIENCES FROM THE ZAMBEZI ESCARPMENT

Mambo Governor Mupepi, *University of Michigan Health System/Grand Valley State University*

Robert Bob Zylstra, *Feyen-Zylstra Inc.*

Gayla D. Jewel, *Grand Valley State University*

Sylvia C. Mupepi, *Grand Valley State University*

This paper is about creating effective partnerships with the local community by building effective organization using a social construction derived model to manage knowledge. The model supports the hypothesis that organizational capabilities co-constructed by a knowledge community are much more effective than those imposed upon the organization. Of paramount importance is the adaptation of local knowledge in organization strategy leading to overall effectiveness. Case studies from Zambia and Zimbabwe are reviewed together with befitting literature to support a socially constructed competency model (SCCM). The SCCM is a co-construct of the knowledge, skills, technology, and behaviors that ensure success in organization.

DEVELOPING MARKET ORIENTATION IN COMMUNITY-BASED ORGANIZATIONS: THE CASE OF CHILDNET

Leslie Cauthen Tworoger, *Nova Southeastern University*

Kathleen Elizabeth Voges, *Texas A&M University - Kingsville*

Barry Barnes, *Nova Southeastern University*

Privatization and devolution has lead to the increasing use of community-based organizations to improve service delivery. This trend is predicated on the presumption that organizations of this type are better able to mimic private sector business model practices such as market orientation. Based on a study of four variables used in previous market orientation and privatization models (i.e., mission, top management team, organizational structure and organizational culture), the results of our qualitative pilot study suggest that in addition to defining characteristics of these four variables, evidence of proactive community member involvement also plays a role in assuring success

OBSTACLES TO EVALUATING THE SUCCESS OF ORGANIZATIONAL CHANGE: LESSONS FROM AN ANALYSIS OF 32 CASE STUDIES

Angela Gordon, *The College of St. Rose*
Susan M. Kochanowski, *State University of New York - Albany*
Thomas D. Taber, *State University of New York - Albany*

Change initiatives rarely are unqualified successes. Analysis of 32 interventions suggests why: 1) Multiple Criteria. Finances, efficiency, reputation, quality and customer satisfaction are used to assess success. 2) Multiple Stakeholders. Owners, managers and workers have different expectations of initiatives. 3) Role Biases. Evaluations are affected by change champion, bystander or opponent roles. 4) Inconsistent Indicators. Success on one criterion --on-time roll-out of technology, may fail on another criterion --end-user acceptance. 5) Differing Models. Some evaluators use compensatory models, others use non-compensatory models. 6) Timeliness. Change results take time to materialize. Systemic linkages must be established among success criteria.

Thursday, from 8:00am - 9:20am in Salon C

OB/OT/OD: Political Skill

Session Chair: **Neal M. Ashkanasy**, *The University of Queensland*

Discussants:

Paul E. Spector, *University of South Florida*
Ozgun Burcu Rodopman, *University of South Florida*
Anthony Paul Ammeter, *University of Mississippi*

ATTENUATING THE EFFECTS OF SOCIAL STRESS: THE IMPACT OF POLITICAL SKILL

Paul Harvey, *Florida State University*
Ranida B. Harris, *Indiana University - Southeast*
Kenneth J. Harris, *Indiana University - Southeast*
Anthony R. Wheeler, *Bradley University*

Whereas task-related stressors have been identified as important predictors of work outcomes, social stressors have received less attention. This study attempts to help fill this void by investigating the impact of social stressors on job and career satisfaction. Additionally, we investigate whether an individual's political skill can attenuate the negative effects of social stressors on these outcome variables. We test these hypotheses with a sample of 246 alumni from a private, Midwestern university. Our results provide support for the negative influence of social stressors and the buffering role of political skill. Practical implications and directions for future research are offered.

PREDICTORS AND OUTCOMES OF POLITICAL SKILL AND REPUTATION IN ORGANIZATIONS: A THREE-STUDY INVESTIGATION WITH CONVERGENCE

Yongmei Liu, *Florida State University*
Gerald R. Ferris, *Florida State University*
Pamela L. Perrewe, *Florida State University*
Bart A. Weitz, *University of Florida*
Jun Xu, *University of Florida*

We developed a three-study research plan to examine the dispositional antecedents of political skill and its job performance consequences, and also to incorporate the mediating role of reputation. Collectively, these studies demonstrated support for recent theoretical developments in both political skill and reputation, suggesting that personality serves as an antecedent of political skill, and that political skill has a significant impact on job performance, through reputation. The strengths and limitations of this research are discussed, and directions for future research are provided.

SOCIALIZATION TACTICS, CONTENT, AND POLITICAL SKILL: THE ROLE OF MENTORING IN POLITICAL SKILL DEVELOPMENT

Fred R. Blass, *Florida State University*
Robyn Brouer, *Florida State University*

This research examined the outcomes of the relationship between the collective and serial socialization tactics and the politics and people categories of socialization content. It was proposed that individuals that experienced collective and serial socialization tactics, would report a higher level of knowledge regarding the content categories of people and politics. Furthermore, it was proposed that individuals would, as a result of socialization processes, experience greater personal learning in the form of increased political skill. Considerable support was provided by the results of this study for the hypothesized relationships. Implications of the study, and directions for future research, are discussed.

Thursday, from 8:00am - 9:20am in Salon D

OB/OT/OD: Individual Difference Effects on LMX

Session Chair: **Kelly Lee Zellars**, *University of North Carolina - Charlotte*

Discussants:

Andy Yu, *Texas Tech University*
Joseph Heinzman Jr., *International College*
Christina L. Stamper, *Western Michigan University*

DIRECTIONAL AGE DIFFERENCES AND LMX

Harvell Jackson Walker, *Auburn University*
Jeremy Bernerth, *Auburn University*

The entrance of older employees into the workplace has the potential to influence workplace attitudes and behaviors. In this paper, I suggest that the presence of older employees in the workplace affects leader-member exchange relationships (LMX). Unlike prior research, which has incorporated the similarity-attraction paradigm, I propose that the effect of directional age differences on LMX quality is important. Because of the negative perceptions often associated with older workers, I propose that lower quality LMX relationships will exist when an employee is older than their supervisor. However, this relationship will likely be moderated by organizational age norms.

DOES PERSONALITY INFLUENCE THE DEVELOPMENT OF LMX? AN EMPIRICAL STUDY

Jeremy Bernerth, *Auburn University*
Achilles A. Armenakis, *Auburn University*
Hubert Feild, *Auburn University*
William F. Giles, *Auburn University*
Harvell Jackson Walker, *Auburn University*
Michael S. Cole, *University of Saint Gallen*

Despite numerous investigations into leader-member exchange (LMX), only scant attention has been devoted to the antecedents of LMX formation. To address this issue, we investigated the role of the Big Five personality traits and employees' perceptions of LMX. Data collected from 195 matched supervisor—subordinate pairs indicated both supervisors' and subordinates' personalities were associated with subordinates' LMX perceptions. Implications, limitations, and directions for future research are discussed.

THE EFFECT OF POLITICAL SKILL ON THE DEMOGRAPHIC MISFIT-LEADER-MEMBER EXCHANGE RELATIONSHIP

Robyn Brouer, *Florida State University*
Allison Burgess Duke, *University of Mississippi*
Darren Treadway, *University of Mississippi*
Gerald R. Ferris, *Florida State University*

Although there has been increasing research on fit, the concept of fit between leaders and their subordinate and demographic fit have been overlooked. Studies that have examined the impact of similarity (fit) between supervisors and subordinates have found mixed results, suggesting the examination of moderators. The purpose of the present study was to examine the impact of subordinates' political skill on the relationship between supervisor-subordinate racial misfit and the quality of the leader-member exchange (LMX) relationship. Results indicated that subordinates high in political skill were able to overcome racial misfit with their supervisors to develop high-quality LMX relationships.

Thursday, from 8:00am - 9:20am in Salon G

MH/ME/IM: Symposium: Classroom Management Strategies for New Faculty

Barbara Anne Ritter, *Coastal Carolina University*
Darla J. Domke-Damonte, *Coastal Carolina University*
K. Michele Kacmar, *University of Alabama*
Tim O. Peterson, *Texas A&M University*
Sam Wathen, *Coastal Carolina University*

Maintaining control and comfort in the classroom, otherwise known as classroom management, is a challenge for new faculty and is considered a significant stressor (Boice, 1992; Chase & Chase, 1993; Sorcinelli, 1994; Steffy, 1989). Taking into account that the majority of graduate students receive no formal training in this area (Zinn, Sikorski, & Buskist, 2004), this symposium will be an opportunity for new faculty to learn vicariously via the experience of seasoned faculty members. A panel of four experienced faculty will address classroom management questions and address specific questions from the audience.

Thursday, from 8:00am - 9:20am in Tarpon

MH/ME/IM: Technology in Education

Session Chair: **Robert L. Stephens**, *Macon State College*

Discussants:

Papers 1 & 2: **Robert Greg Bell**, *University of Texas - Arlington*
Paper 3: **Emmanuel A. Abegunrin**, *Capella University*

PREDICTION OF SUPPLEMENTAL EDUCATIONAL TECHNOLOGY USAGE FROM BEHAVIORAL, NORMATIVE, AND CONTROL BELIEFS: AN APPLICATION OF THE THEORY OF PLANNED BEHAVIOR

John Kirk Ring, *Mississippi State University*

The use of technology mediated learning environments for management education has increased substantially in recent years. This study uses two student samples and longitudinal design to assess the attitudinal and behavioral measures developed in the theory of planned behavior to identify those factors which are conducive to students' intentions to use provided technology and then actual use of classroom technology. Interestingly, only the relationship between attitudes toward usage of the technology and actual usage is mediated by intentions, thus suggesting that normative and behavioral control perceptions only affect intentions and not actual behavior. Future research and practical application are discussed.

★Best Doctoral Paper in Track★

TECHNOLOGY MEDIATED LEARNING ENVIRONMENT'S IMPACT ON CLASSROOM ATTENDANCE

John Kirk Ring, *Mississippi State University*
Franz Kellermanns, *Mississippi State University*
Carol M. Lehman, *Mississippi State University*
Debbie D. DuFrene, *Stephen F. Austin State University*
Rodney A. Pearson, *Mississippi State University*

We utilize aspects of the technology acceptance model and management education literature to test a model predicting classroom attendance in a technology mediated learning environment. Our findings indicate that perceived usefulness of the technology mediated learning environment is influenced by the value-adding activities of the professor and the student's prior computer experience. However, perceived usefulness did not mediate the relationship between perceived value of the professor and the perceived importance of class attendance. Instead, professor value had a direct positive effect on perceived importance of attendance, which in turn was negatively related to classes missed.

UNIVERSITY GETTING VIRTUAL: HOW TO AVOID THE OPTIMIZER'S CURSE

Milorad Novicevic, *University of Mississippi*
Michael R. Buckley, *University of Oklahoma*

This paper is an attempt to understand the possible pitfalls a university may face while managing change in the virtual domain. Organizations must plan change to be successful, but strategic planning by universities is often accompanied by the emergence of the "optimizer's curse." This phenomenon occurs as a result of an inaccurate framing of change by administrators pursuing growth in the virtual domain. We provide a theoretical explanation of this phenomenon. We propose a matrix to assess the organization's climate for the planned change. In conclusion we outline a program to help prevent the optimizer's curse in an educational institution.

Thursday, from 9:15am - 9:45am in Salon E

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, University of South Florida St. Petersburg

Thursday, from 9:30am - 10:50am in Citrus

Ethics/Div: Deep-Level Diversity

Session Chair: **Eva Lynn Cowell**, *University of Tennessee - Knoxville*

Discussant: **Walter D. Davis**, *University of Mississippi*

MANAGING THE MULTIGENERATIONAL WORKPLACE: ANSWERS FOR MANAGERS AND LEARNING OFFICERS

Sharon Jeffcoat Bartley, *The University of Tennessee*
Patrick G. Ladd, *The University of Tennessee*
Michael Lane Morris, *The University of Tennessee*

“How do I get through to this new gang of Millennial workers?” “Why can’t my boss just lighten up?” Employees and managers ask questions such as these from all sides of the generational battle lines forming in workplaces today. The emerging trend of what we have called “generational diversity” in the workplace is a growing challenge for managers and learning officers. Veterans, Baby Boomers, Generation X’ers, and Millennials bring diverse morals, values, opinions, and work ethics into their work environments. This paper reviews and explores issues created by, and associated with, managing and training the multi-generational workplace.

SOCIAL IDENTITY THEORY AND MANAGERIAL ACTION OF BEHALF OF THE FIRM: AN INTERPRETATION OF AN AGENCY PARADOX

Sherylynn Roberts, *University of Texas - Arlington*

Although top managers are mandated to increase the value of the firm, many persist in taking defensive postures against boards, markets, and ownership suitors. This behavior has been found to decrease performance and the value of the firm. What leads to this paradox? This paper uses Social Identity Theory and Agency Theory to illustrate a tailored rationality that may lead TMT to identify with the firm as an ingroup symbol, and other parties as outgroups.

THE IMPACT OF DEEP-LEVEL DIVERSITY ON GROUP COHESION: WHAT INFLUENCES GROUP MEMBER KNOWLEDGE OF DEEP-LEVEL ATTRIBUTES?

Amy B. Henley, *Kennesaw State University*
Gary C. McMahan, *The University of Texas - Arlington*

Previous research has found that, over time, deep-level diversity has a stronger impact on group functioning and satisfaction than surface-level diversity does (Harrison, Price, & Bell, 1998). We suggest that other factors can also change the nature of the relationship between deep-level diversity and group cohesion. We propose that the amount of surface-level diversity present in the group, the degree of group members’ prior experiences in groups that have surface- and/or deep-level diversity, and the group’s collective perspective on the effects of diversity and its role in group functioning will each moderate this relationship between deep-level diversity and group cohesion.

Thursday, from 9:30am - 10:50am in Coral

HC/HM/PA: Healthcare Workforce, Consumer, and Quality Issues

Session Chair: **Amy K. Yarbrough**, *University of Florida*

Discussants:
Vana Prewitt, *University of North Carolina Hospitals*
Elena A. Platonova, *Western Kentucky University*
Nancy Borkowski, *South University*

ENACTING A LEGITIMIZED NEW ROLE: THE PERSUASION EFFORTS OF NURSE PRACTITIONERS

Trish Reay, *University of Alberta*
Karen Golden-Biddle, *University of Alberta*

We investigated how nurse practitioners (NPs) in Alberta, Canada attempted to persuade others to accommodate their newly legitimized role. We found that NPs continually and persistently explained their role to others, and continually tried to make work better for other health professionals. In many cases, the new role became accepted and taken-for-granted. However, some NPs reported using the same strategies, but frustrated with their inability to convince others to adapt to the NP role. We contribute to the literature by showing how individuals engage in political work as part of institutional change.

HIDDEN WORKPLACE VIOLENCE: WHAT YOUR NURSES MAY NOT BE TELLING YOU

Valerie C. Danesh, *University of Central Florida*
Donna M. Malvey, *University of Central Florida*
Myron D. Fottler, *University of Central Florida*

Violence in the workplace is occurring in a covert fashion, it is occurring at the patient bedside. This paper identifies and examines this phenomenon of unreported and under-reported workplace violence against staff that is virtually hidden. Healthcare executives need to be attuned to this type of violence because it may significantly affect their ability to recruit and retain nursing staff. This paper will suggest strategies and a framework for meeting the challenges of managing this hidden workplace violence. Workplace violence in healthcare is a volatile issue that must be addressed for the sake of legal compliance and human resources-related expenses.

QUALITY AND PERFORMANCE CHALLENGES FACING U.S. HEALTH CARE ORGANIZATION

Grant T. Savage, *University of Alabama*
Eric S. Williams, *University of Alabama*

The 2001 Institute of Medicine report, *Crossing the Quality Chasm*, challenged US policy makers to improve healthcare quality and recommended four strategies to change the nation’s care system. Although all four strategies have been implemented to some degree, the recommendation to create an error reporting system has been stymied by several challenges, including the current medical malpractice system, lack of a national information technology infrastructure, and misalignment of economic incentives. This paper discusses the impact of each of these challenges and outlines potential policy solutions, along with implications for health care organizations and managers.

Strategy/Ent: CEOs and Strategy Issues

Session Chair: **G. Tyge Payne**, *Texas Tech University*

Discussants:

Joel F. Bolton, *Oklahoma State University*

Dean C. Vitale, *Auburn University*

Debmalya Mukherjee, *University of Memphis*

DEALING WITH CELEBRITY AND DISCRETION IN THE TOP JOB: ACCOUNTABILITY AS AN EXECUTIVE JOB DEMAND

Annette L. Ranft, *Florida State University*

Gerald R. Ferris, *Florida State University*

Alexa Perryman, *Florida State University*

Recently, the job of Chief Executive Officer (CEO) has received great attention. In part due to the popular view that CEOs matter, we see characterizations of CEOs ranging from ‘bums’ to ‘rock-star-like celebrities.’ Yet prior research indicates that a CEO’s organizational impact varies due to environmental and organizational contexts and personal characteristics. In this paper, we examine the dynamics of accountability as a key executive job demand. We emphasize the nature and implications of the unique role of accountability for the CEO under conditions of limited managerial discretion and celebrity status.

FUNCTIONAL BACKGROUND DEMOGRAPHIC STRUCTURES: AN ALTERNATIVE BEHAVIORAL APPROACH TO CEO DISMISSAL

Debra K. Rankin, *University of Western Ontario*

W. Glenn Rowe, *University of Western Ontario*

How do CEOs avoid dismissal? Rather than focusing on socio-political forces, we offer an alternative behavioral model in which socio-cognitive and social psychological forces provide allies for CEOs in the boardroom. By integrating upper echelons and social psychological perspectives, we explain how such forces promote director biases in or against a CEO’s favor. Specifically, we explore the effect of CEO-board dissimilarity on CEO dismissal. We then examine how this effect varies for homogeneous and heterogeneous boards. An interaction effect was found with CEO-board dissimilarity being conditional upon the degree of functional background diversity among the directors, excluding the CEO.

OPTIMAL INCENTIVE CONTRACTS: A PROSPECT THEORY EXPLANATION

Joshua Aaron, *University of Alabama*

Brandon Neil Cline, *The University of Alabama*

Lou Marino, *University of Alabama*

Agency theory suggests executives be given equity stakes in their companies in order to properly align their interests with shareholders’ interests. Aligning the risk preferences of executives and shareholders is key to aligning their interests. Wright et al. (1996) show that equity ownership has a nonlinear (concave) relationship with the risk taking behavior of insiders. However, the link between equity ownership and firm performance has yet to be made. We suggest the ownership-performance relationship does exist and can be explained through a prospect theory lens. We find support for the nonlinear (concave) relationship in a sample of 18,540 CEO observations.

HRM: Training and Educating Current and Future HR Professionals

Session Chair: **Marshall Pattie**, *University of Texas - Arlington*

Discussants:

David G. Allen, *University of Memphis*

Tom W. Moore, *University of Texas - Arlington*

Diane Bandow, *Troy University*

EDUCATING HIGHLY COMPETENT AND PRINCIPLED HR PROFESSIONALS IN THE 21ST CENTURY

Sunil Ramlall, *Univeristy of Saint Thomas*

Michael Sheppeck, *University of St. Thomas*

The purpose of this paper is to determine the effectiveness of U.S. HR Graduate Programs in preparing highly competent and principled HR professionals functioning as strategic partners and helping organizations create sustainable competitive advantages through the HR function. The paper examines the major competencies necessary for HR to serve as business partners and analyzes the graduate HR programs in developing the requisite competencies. Multiple curriculum changes are recommended to enhance the quality and relevance of the graduate programs in developing highly competent and principled HR professionals in the 21st century.

EMOTIONAL INTELLIGENCE AND SUCCESSFUL BUSINESS LEADERSHIP IN FRANCE, GERMANY, AND THE UNITED STATES: DO BUSINESS STUDENTS RECOGNIZE THE IMPORTANCE?

Robert L. Engle, *Quinnipiac University*

Mohammad N. Elahee, *Quinnipiac University*

This study examines the perception of university business students in the United States, France, and Germany concerning the importance of emotional intelligence (EI) and its component factors for successful business leadership. Structural equation modeling was conducted using the Rahim and Psenicka (2002) model and the results of this study, while confirming the identification of the five factors of EI, suggested some potentially significant differences in the model relationships. The results of the hypotheses testing suggested that students in all three countries may not be placing enough importance on the EI foundation competency of self-awareness with implications for their educational development.

THE COMPELLING ARGUMENT FOR HARASSMENT PREVENTION TRAINING: GOOD FAITH EFFORT, AVOIDING PUNITIVE DAMAGES, AND ROI

John A. Sample, *Florida State University*

The purpose of this paper is to inform employers, human resource and training and development specialists about the importance of harassment prevention training. The review includes a summary of relevant case law, litigation costs associated with harassment litigation, and the value of return-on-investment (ROI) for such training. Good faith effort as a strategy to avoid punitive damages will be emphasized. Recommendations for improving harassment prevention training are offered.

OB/OT/OD: Organizational Change

Session Chair: **Daniel E. Lockhart**, *University of Kentucky*

Discussants:

Frances H. Fabian, *University of North Carolina - Charlotte*

Arthur Meiners Jr., *Marymount University*

Daniel Rottig, *Florida Atlantic University*

‘GOOD TO GREAT’ REVISITED: A REVIEW, CRITIQUE, AND EXTENSION OF A CHANGE MANAGEMENT BESTSELLER

William E. Gillis, *Florida State University*

Bestselling books are rarely discussed in the academic literature. The reasons why are discussed and a case is made for some allowance to be given for certain bestsellers. A review and critique of one bestseller, *Good to Great* by Jim Collins, through the lenses of organizational change and effectiveness is given. Suggestions are made for improving the framework from this book through the incorporation of environmental variables and research propositions are given based on this analysis. A proposed research stream incorporating bestselling management books is outlined.

ANTECEDENTS OF ATTITUDE TOWARDS ORGANIZATIONAL CHANGE AND ITS MEDIATING EFFECT ON AFFECTIVE ORGANIZATIONAL COMMITMENT

Steven M. Elias, *Auburn University - Montgomery*

Organizations are dynamic and changing entities. Variables associated with organizational change have been shown to serve as mediators of several individual difference – work outcome relationships. This study examined three potential antecedents of 258 police officers’ attitudes towards organizational change (ATOC), and whether ATOC mediate the relationships between these antecedents and affective organizational commitment (AOC). Structural equation modeling indicates the growth need strength – AOC relationship is fully mediated, while the locus of control – AOC and internal work motivation – AOC relationships are partially mediated by ATOC. Implications and directions for future research are discussed.

THE ODYSSEUS PARADOX: NAVIGATING ORGANIZATIONAL CHANGE USING MUTUALLY EXCLUSIVE CHANGE MODELS

Michael Arena, *Bank of America*

Sharon Benjamin, *Alchemy and New York University*

William Kirkwood, *Caritas Healthcare System*

This is a conceptual paper that examines the use of both mechanistic and organic models for organizational change. Organizational leaders and change agents are forced to choose between the two mutually exclusive models. Complex organizational life leads to a paradox: achieving efficiencies necessary to survive and yet also rapidly adapt and experiment. Change agents must navigate through the countervailing currents of these models utilizing navigational aids such as reflection, sensemaking and rapid cognition. Contemplative Leadership, which is a complex set of internal activities resulting in external action, is an overarching meta-theory providing orientation process for helping leaders find their bearings.

OB/OT/OD: LMX and Politics

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

Discussants:

Harvell Jackson Walker III, *Auburn University*

Cesar Douglas, *Florida State University*

Robert Paul Gephart Jr., *University of Alberta*

LMX AND POLITICAL SKILL: DIRECT AND INTERACTIVE EFFECTS ON TURNOVER INTENTIONS AND JOB SATISFACTION

Kenneth J. Harris, *Indiana University - Southeast*

Robyn Brouer, *Florida State University*

Previous research has demonstrated a positive relationship between leader-member exchange (LMX) quality and positive outcomes. However, little is known about how the dispositional variable of political skill impacts LMX-consequence relationships. Thus, this study investigated this interaction in predicting turnover intentions and job satisfaction. Additionally, we employed a relatively unexamined multidimensional measure of LMX, which could help establish the generalizability of outcomes related to LMX. We investigated these hypotheses in a sample of 239 working employees, and found support for the moderating role of political skill.

LOC, LMX, POLITICS, AND JUSTICE: A MEDIATED MODERATION MODEL

Brian K. Miller, *Texas State University*

Kay McGlashan Nicols, *Texas State University - San Marcos*

This study uses tests for mediation described by Baron and Kenny (1986) and amended for mediated moderation by Muller, Judd, and Yzerbyt (2005) as well as Sobel (1982) tests to examine the mediating influence of perceptions of organizational politics in the relationship between the interactive effects of work locus of control and leader-member exchange on distributive justice. Our results suggest that organizational politics acts as a generative mechanism through which the interaction of one’s relationship with their supervisor and their perception of their own ability to influence events around them is transmitted to their perception of the fairness of rewards.

THE INTERACTIVE EFFECTS OF PERCEPTIONS OF ORGANIZATIONAL POLITICS AND PERFECTIONISM ON JOB SATISFACTION

Mary Dana Laird, *Florida State University*

Vickie Coleman Gallagher, *Florida State University*

Wayne Hochwarter, *Florida State University*

The current study examined the interactive effects of perceptions of organizational politics and perfectionism on job satisfaction. We hypothesized that self-oriented and socially-prescribed perfectionism would exacerbate the negative effects of politics perceptions on job satisfaction. Data from a diverse sample of blue- and white-collar employees supported our hypothesis for self-oriented perfectionism. Contrary to our hypothesis, socially-prescribed perfectionists experienced more job satisfaction when confronted with organizational politics. A discussion of these findings, suggestions for future research, practical implications, and strengths and limitations of the paper are offered.

Thursday, from 9:30am - 10:50am in Salon D

OB/OT/OD: Healthy Leadership

Session Chair: **Yves Damoiseau**, *Louisiana State University*

Discussants:

Jennifer M. Bowers, *Florida Atlantic University*

Gayle Baugh, *University of West Florida*

Paul Harvey, *Florida State University*

A CLOSER LOOK ON THE LINK BETWEEN LEADERSHIP STYLE AND COUNTERPRODUCTIVE WORK BEHAVIOR (CWB): THE MODERATING EFFECT OF PROCEDURAL JUSTICE

Ozgun Burcu Rodopman, *University of South Florida*

Kari Bruursema, *University of South Florida*

Paul E. Spector, *University of South Florida*

Leaders can impact subordinates' attitudes and behaviors at work (Gerstner and Day, 1997). The present study investigates the relationship between leadership style, justice and counterproductive work behavior (CWB). In sample of 172 employees, we found that procedural justice moderated the relationship between transformational leadership and CWB. However, there was no moderation effect for transactional leadership. Unexpectedly, when employees perceived high levels of justice, they reported high levels CWB when they lacked transformational leadership and they reported lowest levels of CWB when they perceive their supervisors to be a transformational leader.

THREE LITTLE LESSONS ON LEADERSHIP: A CONTRAST BETWEEN HEALTHY AND PATHOLOGICAL LEADERSHIP

Constance Campbell, *Georgia Southern University*

This paper suggests that three aspects of effective leadership distinguish between healthy leaders and pathological leaders. These three lessons concern the primacy of the Self in the leader's worldview, the leader's desire for self awareness and self development as a leadership tool, and the balancing of external focus with internal self awareness. The research and practical implications for these ideas are discussed.

TOWARD A FULL-RANGE MODEL OF LEADERSHIP: INTEGRATING TWO TAXONOMIES

John W. Michel, *State University of New York - Albany*

Brian D. Lyons, *State University of New York - Albany*

Numerous taxonomies of leader behavior have been proposed in order to organize perceptions of observed behavior and make those perceptions meaningful. While these taxonomies have provided evidence of the effectiveness of various leader behaviors, no single taxonomy comprises all of the effective leader behaviors that have been identified from over 60 years of research. This paper proposes a five-factor multidimensional "full-range" model of leader behavior, which incorporates tri-dimensional and transformational leadership theories. Furthermore, we propose that leader-member exchanges moderate the relationship between the "full-range" leadership model and ratings of leader effectiveness. Implications and future research directions are discussed.

Thursday, from 9:30am - 10:50am in Salon G

MH/ME/IM: Symposium: Student Evaluations and Fairness in Promotion & Tenure

Nhung T. Nguyen, *Towson University*

Enrique Venta, *Lamar University*

Douglas Sanford, *Towson University*

Douglas Ross, *Towson University*

Filiz Tabak, *Towson University*

Julie Quimby, *Towson University*

Joy Humphries Karriker, *East Carolina University*

Nathan S. Hartman, *John Carroll University*

Terri A. Scandura, *University of Miami*

For many years, Student Evaluations of Teaching (SET) have been used as part of the justification in granting or denying tenure, promotion, and salary increases to faculty. However, the body of empirical evidence supporting the use of SET in such high-stakes process like tenure and promotion remains mixed. This symposium seeks to explain the reliability and validity of SET in relation to student learning and procedural fairness of the promotion and tenure process of which SET is a part.

Thursday, from 9:30am - 10:50am in Tarpon

MH/ME/IM: When Behaviors Cross Cultural Boundaries

Session Chair: **Nicole C. Jackson**, *Boston College*

Discussants:

Papers 1 & 3: **Marie-Line Germain**, *City College*

Paper 2: **Darlene J. Alexander-Houle**, *University of Phoenix*

IS KNOWLEDGE TRANSFER IMPORTANT IN INTERNATIONAL OUTSOURCING? TOWARD DEVELOPMENT OF A CONCEPTUAL MODEL

Somnath Lahiri, *The University of Memphis*

This paper proposes a conceptual model describing how transfer of knowledge takes place between partners engaged in international outsourcing. I argue that international outsourcing of functions and processes is a growing business practice and represents an important area of academic concern. I suggest that knowledge transfer will depend on the transfer inclination and transfer potential of the source partner, and learning inclination and learning potential of the recipient partner. Further, knowledge transfer will be moderated by factors as knowledge ambiguity, cultural incompatibility and partnership quality. Propositions are offered and avenues of future research are explicated.

★ Best Overall Paper & Best Paper in Track ★

LEADERSHIP BEHAVIORS AROUND THE WORLD: THE RELATIVE IMPORTANCE OF GENDER VERSUS CULTURAL BACKGROUND

Hetty Van Emmerik, *Utrecht University*

Martin Euwema, *Utrecht University*

Hein Wendt, *Hay Group*

This study examines the relative effects of gender and cultural background on two classical leadership styles: consideration and initiating structure. For this study a unique database was used of over 64,000 subordinates evaluating the leadership behaviors of their direct supervisors (N=13,595), in 473 organizations representing 42 countries. As expected, culture has a stronger impact on leadership behaviors than gender. Female managers use more consideration. Surprisingly, women also use more initiating structure. Furthermore, the results suggest that gender differences in managerial behavior are predominantly found in Western societies. Results clearly contradict classic stereotypes on male and female managerial behaviors.

ORGANIZATIONAL POLITICS IN AN INTERNATIONAL SETTING: CONDITIONS IN A PUBLIC ORGANIZATION IN KUWAIT

David D. Van Fleet, *Arizona State University*

Salem M. Al-tuhaih, *Kuwait University*

Politics is a way of life in organizations. Organizational politics has been studied by several scholars over the past forty years. Few studies, though, have examined organizational politics outside of the United States and Europe. This study is a first step towards closing that gap. In particular, we (1) examined the applicability of the POPS instrument in Kuwait, (2) examined the perceived existence of organizational politics in a public organization in Kuwait, and (3) sought to determine if perceptions of organizational politics seemed to be influenced by the same variables in Kuwait as it is in Western societies.

Thursday, from 11:00am - 12:20pm in Citrus

Ethics/Div: Academic Integrity, Ethics, and Justice in the Classroom

Session Chair: **Feruzan Syrus Irani**, *Auburn University*

Discussants:

Emmanuel A. Abegunrin, *Capella University*

Gail McKee, *Roanoke College*

Neta Moye, *Vanderbilt University*

ACADEMIC INTEGRITY: PERSONALITY OR PERCEPTION OF ACADEMIC ENVIRONMENT

Jennifer Lynn Kisamore, *University of Oklahoma - Tulsa*

Thomas H. Stone, *Oklahoma State University*

Jim Jawahar, *Illinois State University*

Interest in unethical behavior has increased in recent years due to a variety of publicized ethical scandals. The prevalence and growth of academic misconduct, however, has been documented for over 60 years. Research by McCabe and colleagues has focused on the role of integrity climate and honor codes in reducing academic misconduct. The current study used a sample of approximately 500 undergraduate business students to examine the effects of academic climate, personality and demographic variables on consideration, reporting and perceptions of misconduct. Results revealed that various individual factors including age, prudence, and adjustment are significantly related to aspects of misconduct.

BUSINESS STUDENTS' ETHICAL JUDGMENTS OF COLLEGE TEACHERS' ACADEMIC MISCONDUCT BASED ON SEX AND STUDENT CLASSIFICATION

Sean Robert Valentine, *University of Wyoming*

Roland Kidwell, *University of Wyoming*

This study investigated individual student perceptions of the academic misconduct of business professors. Giving lower grades because of opposing opinions and sharing an undergraduate student's private information with colleagues were rated the most harshly by respondents. Items used to measure academic misconduct distilled into two basic dimensions: "inappropriate sexual situations," and "inappropriate familiarity with students." Student sex and classification were related to one or both of these dimensions. As business educators emphasize ethical behavior of corporate leaders, this sample views the conduct of professors regarding justice issues as the most egregious ethical violations that can occur in business schools.

ETHICAL VALUES AND JUSTICE IN THE CLASSROOM: THE MODERATING EFFECT OF LIKELIHOOD OF BEING CAUGHT ON STUDENT CHEATING BEHAVIORS

L. Jeff Seaton, *University of Tennessee - Martin*

Mary Lemons, *University of Tennessee - Martin*

The first wave of "Echo Boomers" (i.e. individuals born 1977 to 1995) is today entering our universities and the workforce. We propose that students, who are part of this new generation, will use cheating as a coping response to balance the perceived injustice created by their instructor's use of unfair procedures. The results of our study show that the relationship between fair treatments in the classroom had a significant effect on students' cheating behaviors. Additionally, the likelihood of being caught cheating moderates this relationship and helps determine whether students will cheat in that class.

Thursday, from 11:00am - 12:20pm in Coral

HC/HM/PA: Issues in the Adoption of Electronic Health Records

Session Chair: **Michael C. Matthews**, *Winthrop University*

Discussants:

Papers 1 & 2: **Grant T. Savage**, *University of Alabama*

Paper 3: **Sharon Topping**, *University of Southern Mississippi*

ELECTRONIC HEALTH RECORD ADOPTION BY PHYSICIANS: A MODEL INCORPORATING THE MARKET CHARACTERISTICS

Maziar Abdolrasulnia, *University of Alabama - Birmingham*

Nir Menachemi, *Florida State University*

Peter M. Ginter, *University of Alabama - Birmingham*

Richard M. Shewchuk, *University of Alabama - Birmingham*

W. Jack Duncan, *University of Alabama - Birmingham*

Douglas Ayers, *University of Alabama at Birmingham*

Despite the advantages of and the national attention given to electronic health record systems (EHR), physician practices have not eagerly adopted EHRs. Studies have suggested that cost, lack of technology standards, work flow disruptions, and other perceived barriers have prevented widespread implementation of EHR systems. The paper provides a review of the strategy and information systems literature examining the effect of market characteristics on EHR adoption in the ambulatory healthcare setting. Based upon the information systems, strategic management, and associated healthcare literature a model is presented that incorporates the external and internal factors effecting adoption of technology.

INFORMATION ASSURANCE AND QUANTIFYING IT RISK: MANAGEMENT IN HEALTHCARE!

Ebrahim Randeree, *Florida State University*

Information Assurance is increasingly becoming an integral business function for many organizations. As the demand for security within the healthcare context increases; there is also a critical need for defining what is to be protected and at what cost. Healthcare Organizations interested in risk management have had difficulty in quantifying the value of their investment decision. The difficulty in calculating risk related to security and assurance investments has persisted because of the subjective nature of the analysis and the lack of industry benchmarks for valuation. Models are introduced and will be presented at the conference in full.

THE EFFECT OF PAYER MIX ON THE ADOPTION OF INFORMATION TECHNOLOGIES BY HOSPITALS

Nir Menachemi, *Florida State University*

Neset Hikmet, *University of South Florida*

Anol Bhattacharjee, *University of South Florida*

Askar Chukmaitov, *Florida State University*

Robert G. Brooks, *Florida State University*

This study examines the effect of payer mix (the combination of payers making up a hospital's patient-base) on information technology (IT) adoption in hospitals. IT Survey data was combined with the state hospital discharge databases. When examining Medicare, Medicaid, traditional commercial-insurance, and managed-care plans, only an increase of managed-care patients, as a percentage of hospital discharges, is associated with a significant increase in the adoption of clinical, and administrative IT applications. This suggests that in response to managed-care pressures, hospitals are adopting IT to strategically improve administrative and clinical efficiencies. Other payors don't seem to be influencing similar adoption.

Thursday, from 11:00am - 12:20pm in Mangrove

Strategy/Ent: Entrepreneurial Opportunity Recognition and Deliberate Practice

Session Chair: **Matt W. Rutherford**, *Virginia Commonwealth University*

Discussants:

Hao Zhao, *Rensselaer Polytechnic Institute*

William E. Gillis, *Florida State University*

Scott Johnson, *Oklahoma State University*

AN ENTREPRENEURIAL PERSPECTIVE OF TERRORISM

Janice A. Black, *New Mexico State University*

Brent Kinghorn, *New Mexico State University*

Richard Oliver, *New Mexico State University*

Since September 11, 2001, terrorism has been in the public's eye. Other disciplines have responded to this new public need, but business scholars have lagged in their response (Kondrasuk, Bailey & Sheeks, 2005). We believe that the entrepreneurship literature may contain important insight for the study of terrorism. Demonstrating this relevancy, we present entrepreneurial theories and give examples of terrorist activity that appears to fit those theories.

FROM ENTREPRENEURIAL CAPABILITIES TO EXPERT PERFORMANCE: THE ROLE OF DELIBERATE PRACTICE

Manli Chen, *Rensselaer Polytechnic Institute*

Gautam Kasthurirangan, *Rensselaer Polytechnic Institute*

Shruti R. Sardeshmukh, *Rensselaer Polytechnic Institute*

Ikenna S. Uzuegbunam, *Rensselaer Polytechnic Institute*

Studies have shown that entrepreneurial success is elusive, as only one in ten new firms survives (Saravathy & Menon, 2004). In spite of these odds, some entrepreneurs go on to found several successful ventures. In this study, drawing on some relevant insights from the cognitive science field – deliberate practice, we propose an “Entrepreneurial Capability-Deliberate Practice-Learning-Expert performance” framework that aims to explain how entrepreneurial capabilities can lead to expert performance. We also argue that the process through which some entrepreneurs achieve expert performance is non-trivial, deliberate and systematic in nature. Finally, we offer some implications for entrepreneurial learning.

THE ENTREPRENEURIAL WINDOW OF OPPORTUNITIES: A TYPOLOGY OF ENTREPRENEURIAL OPPORTUNITIES

Michael C. Withers, *The University of Alabama*

Opportunity recognition is an essential stage of the entrepreneurial process. Most research on opportunity recognition has focused on the heterogeneous differences in individuals that enable certain ones to recognize entrepreneurial opportunities whereas others do not. This research, however, often neglects the possibility that opportunities may be recognized by more than one potential entrepreneur at a given moment in time. Thus, to examine the full range of possible opportunity recognition possibilities, a typology of entrepreneurial opportunities is offered. This typology applies "Johari's Window" and examines opportunities based upon their level of recognition from different potential entrepreneurs at a given time period.

Thursday, from 11:00am - 12:20pm in Salon A

HRM: Refining and Developing Assessment Measures in the Selection Process

Session Chair: **Joseph M. Goodman**, *James Madison University*

Discussants:

Michael C. Sturman, *Cornell University*

Shannon G. Taylor, *Louisiana State University*

Milan Larson, *University of Northern Colorado*

AN EXAMINATION OF COMPUTERIZED VERSUS PAPER- AND-PENCIL DATA GATHERING TECHNIQUES IN THE ASSESSMENT OF PERSONALITY, VOCAL ATTRACTIVENESS, AND JOB PERFORMANCE

Timothy G. DeGroot, *Oklahoma State University*

Don H. Kluemper, *Louisiana State University*

Michael Lance Frazier, *Oklahoma State University*

Paul Johnson, *Oklahoma State University*

Joel F. Bolton, *Oklahoma State University*

This study examines the usefulness of unproctored internet ratings versus proctored paper-and-pencil ratings of the characteristics of people being interviewed for a job. The interviews were conducted in a concurrent designed field study that developed an employee selection system for a retail chain. The data gathered from the field study participants is used as "true scores" and comparisons are made against the observer ratings gathered in two additional studies under the two methodological conditions. Results indicate that internet ratings should be used with caution and do not correlate as strongly with organizationally important variables as do proctored face-to-face ratings.

THE RECRUITING SKEPTICISM SCALE: THE DEVELOPMENT OF A MEASURE

Marshall Pattie, *University of Texas - Arlington*

Kathleen M. Shumate, *The University of Texas - Arlington*

Christopher Harris, *University of Texas - Arlington*

Gary C. McMahan, *The University of Texas - Arlington*

This study introduces the Recruiting Skepticism Scale (RSS). The construct is developed to assist in predicting and understanding job seekers' decisions to join and stay with an organization based on recruiting efforts. Recruiting skepticism is a tendency to disbelieve the truthfulness of recruiting claims presented by the hiring organization's advertising and representative(s). Scale consistency is assessed with Cronbach's alpha for six samples (n=1,040) at .86, .85, .89, .88, .88, and .90. The test-retest reliability was .70. Using LISREL, we supported convergent and divergent validity by testing the RSS against ten previously validated scales. The RSS predictive validity was tested and supported.

USING COGNITIVE AND ALTERNATE PREDICTORS FOR SELECTION IN THE PUBLIC SECTOR: INCREASING VALIDITY WHILE DECREASING SUBGROUP DIFFERENCES

Gregory G. Manley, *University of Texas - San Antonio*

Juan Benavidez, *Presidio Sciences*

The current study attempts to maximize criterion validity while minimizing potential adverse impact by expanding the predictor space in a public sector environment. Logistic regression results were supportive of primary hypotheses. An alternative predictor composite demonstrated greater criterion-related validity than a cognitive-based composite while yielding no practical significant subgroup mean differences.

Thursday, from 11:00am - 12:20pm in Salon B

OB/OT/OD: Trust and Change

Session Chair: **Edward Louis Levine**, *University of South Florida*

Discussants:

John Edwards, *TGI-Direct/Texas A&M University*

Jerry Bryan Fuller, *Louisiana Tech University*

Rebecca J. Bennett, *Louisiana Tech University*

IDENTIFYING CONSTRUCTS AND CATEGORIES OF TRUST USING A SEMANTIC DIFFERENTIAL SCALE

Diane Bandow, *Troy University*

The development of a semantic differential scale intended to measure categories of generalized trust is reviewed. The constructs of trust previously identified in literature were categorized into four basic areas: trust of character, trust of commitment, trust of competence, and trust of judgment. Previous attempts at measuring trust have been limited to specific situations. A semantic differential scale provides a methodology to measure multidimensional constructs within specific parameters. Issues of trust are reviewed, the need for consistency is discussed, and definitions of trust are provided. Results of a pilot survey are presented and the potential for future research is assessed.

THE IMPACTS OF CONSCIENTIOUSNESS, CHANGE SUPPORT AND CHANGE ATTRIBUTION ON CHANGE FAIRNESS PERCEPTION: A MULTI-LEVEL INVESTIGATION

Yi Liu, *Georgia Institute of Technology*

Donald B. Fedor, *Georgia Institute of Technology*

David Herold, *Georgia Institute of Technology*

Steven D. Caldwell, *University of South Carolina - Upstate*

This study examined the multi-level factors that influence the formation of individual fairness perceptions during times of organizational change. In particular, we investigated the roles of conscientiousness, unit level change support, and change attribution. Hierarchical Linear Modeling (HLM) results indicated that the phenomenon of change fairness perceptions is best explained by a three-way interaction among the three independent variables when unit-level change fairness is controlled. Implications and future research directions are discussed.

THE WILLINGNESS TO LEAVE THE OLD BEHIND AND TO START NEW WORKING RELATIONSHIPS DURING ORGANIZATIONAL RESTRUCTURING: THE MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

Hetty Van Emmerik, *Utrecht University*

Martin Euwema, *Utrecht University*

In this study, we examined the association of employee's evaluation of change processes with the destruction old and development of new social capital, and the mediating role of POS. Data was used from 419 teachers of working within Dutch secondary schools using hierarchical regression analyses. Results show that the more positive the employee's evaluation of the change process, the less likely that employees remain relying on old social capital resources, and the higher their development of new social capital. Moreover, POS mediated the association of employee's evaluation of the change process with old and new social capital.

Thursday, from 11:00am - 12:20pm in Salon C

OB/OT/OD: Social Influence

Session Chair: Sean Lux, *University of South Florida*

Discussants:

David H. Longstreet, *Avila University*

Stephanie Case Henagan, *Northern Illinois University*

Vickie Coleman Gallagher, *Florida State University*

ASKING FOR INFLUENCE: ADVICE SEEKING AS INGRATIATION TACTIC

Wm. Matthew Bowler, *Oklahoma State University*

Troy A. Voelker, *University of North Texas*

Vicki L. Goodwin, *University of North Texas*

J. Lee Whittington, *University of Dallas*

The purpose of this study was to explore the relationship between advice seeking and development of influence within the organization. Contrary to the established relationship between being sought for advice and resulting influence, we support hypotheses showing that seeking advice as an ingratiation tactic also generates individual influence. Dyadic, third-party, and global network effects manifest in this sample. Further, a curvilinear relationship showed that overuse of advice seeking is detrimental to personal influence development. Research implications and future directions are discussed.

EXPRESSED EMOTION AS A SOCIAL INFLUENCE TACTIC

Matrecia Long James, *Jacksonville University*

Angela Miles, *North Carolina A&T State University*

Expressed emotional influence, the process by which people use emotion to influence others for personal reasons, is posited as an important, but unexplored, social influence tactic. This paper integrates social influence and emotion literature and presents a conceptual model of expressed emotional influence. This model depicts the process as being affected by (a) factors that affect the propensity to express emotion and use it as an influence method (b) purpose of emotional influence attempts (c) choice of emotional expressive strategy (d) and outcomes. Additional actor and organizational outcomes are discussed and issues for future research are presented.

THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND INFLUENCE TACTICS

Angela Gordon, *The College of St. Rose*

Charles F. Seifert, *Siena College*

This study examined the relationship between emotional intelligence and influence tactics. 98 subordinates and 27 leaders from a large retail organization completed measures of emotional intelligence and influence tactics. The results show that components of emotional intelligence are related to the proactive influence tactics of rational persuasion, consultation, collaboration, and pressure. Leaders high in emotional intelligence use more rational persuasion, consultation, and collaboration; leaders high in emotional intelligence use less pressure. Implications of these findings are discussed.

Thursday, from 11:00am - 12:20pm in Salon D

OB/OT/OD: Transformational Leadership

Session Chair: Mark J. Martinko, *Florida State University*

Discussants:

Mark J. Martinko, *Florida State University*

Ron Humphrey, *Virginia Commonwealth University*

Melenie J. Lankau, *University of Georgia*

BILL YEARGIN: A TRANSFORMATIONAL LEADERSHIP CASE STUDY

Brad Miller, *Palm Beach Atlantic University*

Zachary Scott Muha, *Palm Beach Atlantic University*

Jamie Ressler, *Palm Beach Atlantic University*

The purpose of this case study is to explore the transformational leadership characteristics as exhibited by Bill Yeargin, executive vice president of Rybovich, a yacht manufacturer in West Palm Beach, Florida. The case study was completed through interviews with Yeargin, his manager and former owner of Rybovich, Ed Bronstein and co-worker and human resources manager, Beth Spencer. The intention is to identify how Yeargin developed and applied transformational leadership during significant corporate changes at Rybovich.

IMPLICITLY EXPLICIT: AUTHENTIC TRANSFORMATIONAL LEADERSHIP AND IMPLICIT LEADERSHIP THEORIES

Thomas W. Nichols, *University of North Texas*

This paper examines authentic transformational leadership as an ideal leadership type that includes both an element of morality and transformational leadership capabilities. Implicit leadership theories of both the leader and follower are discussed and a model is proposed that outlines implicit leadership theory development dependent upon leader effectiveness and quality of leader-member exchanges. Included is a discussion of possible abuses and divisions of such an ideal leadership.

THE FIVE-FACTOR MODEL AS IT DEFINES PERSONALIZED VERSUS SOCIALIZED CHARISMATIC LEADERS

Daniel L. Morrell, *University of South Carolina*
William Iverson MacKenzie, *University of South Carolina*

The advantages and disadvantages of personalized versus socialized charismatic leadership styles have been established, however the literature has not proposed methods to identify leaders who possess these characteristics. This paper will discuss the Big Five personality model and its potential to differentiate between personalized and socialized charismatic leaders. We propose that socialized and personalized charismatic leaders will differ from one another in two of the Big Five personality factors, neuroticism and agreeableness.

Thursday, from 11:00am - 12:20pm in Salon F

MH/ME/IM: Symposium: Integrating a Stakeholder Management Perspective into the Capstone Strategic Management Course

Darla J. Domke-Damonte, *Coastal Carolina University*
J. Kay Keels, *Coastal Carolina University*
Michael Latta, *Coastal Carolina University*

Colleges of business are being urged to adopt a more active learning approach, and this trend is reinforced by AACSB's focus on closed loop learning. One method to encourage this more active learning is through the use of simulations. This symposium will (1) provide an overview of experiential learning through simulation within the management curriculum; (2) emphasize the process used to guide a reorientation in the structure and delivery of the capstone strategic management course to a stakeholder management driven curriculum; and (3) describe the use of a simulation based on stakeholder management practices which helped to spearhead this change.

Thursday, from 11:00am - 12:20pm in Salon G

Methods: Management Research And Scholarship: A Symposium On The Roles Of Theory And Practice In Management Research

Ricky W. Griffin, *Texas A&M University*
K. Michele Kacmar, *University of Alabama*
David D. Van Fleet, *Arizona State University*
W. Jack Duncan, *University of Alabama - Birmingham*
Robert C. Ford, *University of Central Florida*

The field of management is characterized by countervailing perspectives that attempt to define what research that is appropriate and valued. The field has moved from an emphasis on one focus or the other at different points in time. It is our contention that a shift toward emphasizing a basic research focus has occurred at the expense of applied research, but that as efforts to shift the emphasis to an applied research focus increase, there may be a danger that it will go too far in that direction.

Thursday, from 11:00am - 12:20pm in Tarpon

OB/OT/OD: Feedback

Session Chair: **Victoria L. Pace**, *University of South Florida*

Discussants:
Stacey Robin Kessler, *University of South Florida*
Mary Jo Jackson, *Dalton State College*
Liuqin Yang, *University of South Florida*

EFFECT OF DELIVERY MEDIUM AND FEEDBACK SIGN ON FEEDBACK SEEKING

Julie Warren, *Florida Institute of Technology/ NASA-KSC*
Lisa Steelman, *Florida Institute of Technology*

The relationship between feedback delivery medium and feedback sign on feedback seeking was studied. Participants sought more feedback in the computer mediated condition than in the face to face condition. Overall participants also sought more feedback after receiving negative feedback. Furthermore, we found that these relationships were influenced by people's motives. Overall, these findings can help improve our understanding of why people seek feedback and in what situations they will be most likely to seek feedback.

FACILITATING MULTISOURCE BEHAVIORAL FEEDBACK TO MANAGERS

Gary Yukl, *State University of New York - Albany*
Charles F. Seifert, *Siena College*

Despite the growing popularity of multisource feedback programs for managers in the USA and Europe, evidence about facilitating conditions for behavioral feedback is limited. This paper reviews relevant research on eight possible facilitating conditions. Despite many limitations, the results suggest that the beneficial effects of behavioral feedback can be enhanced by including a neutral facilitator, providing relevant training or coaching, and encouraging managers to meet with the raters to discuss the feedback and get ideas for improving performance. Results were inconclusive for the effects of multiple sources, specific feedback goals, repeated feedback, a supportive climate, and specific incentives for improvement.

**PUTTING FEEDBACK-SEEKING INTO 'CONTEXT':
STRUCTURAL ANTECEDENTS OF INDIVIDUAL
FEEDBACK-SEEKING BEHAVIOR**

Joe Krasman, *York University*

This paper examines the influence of organizational structure on individual feedback-seeking behavior. Attention is focused on three structural dimensions – routinization, span of control, and formalization. Routinization is proposed to reduce feedback-seeking from all sources. Span of control is proposed to reduce feedback-seeking from supervisors. Formalization is proposed to increase feedback-seeking from organizational documentation. Theoretical and practical implications are discussed as well as directions for future research.

Thursday, from 12:15pm - 1:30pm in Palm

SMA Incoming Track Chair Luncheon

Coordinator: Allen C. Amason, University of Georgia

Thursday, from 1:30pm - 3:00pm in Citrus

Ethics/Div: Racial Attitudes, Racism, and Racial Identity

Session Chair: **Tom W. Moore**, *University of Texas - Arlington*

Discussants:

Janice Witt Smith, *J. W. Smith and Associates*

Neil M. Tocher, *Auburn University*

Barbara Anne Ritter, *Coastal Carolina University*

**EQUITY SENSITIVITY AND RACIAL ATTITUDES
TOWARD AFFIRMATIVE ACTION**

Mary Edie Mobley, *Louisiana State University*

This paper uses equity sensitivity, the individual difference variable produced as an extension of equity theory, to explain differences within racial attitudes toward affirmative action. Previous research has already established differing views of affirmative action as favorable or unfavorable in regard to race. To help explain the variance that exists within racial groups, equity sensitivity is predicted to interact with race, in determining affirmative action attitudes. An empirical study was conducted to test the hypotheses. Results demonstrate that equity sensitivity moderates the relationship between race and affirmative action attitudes.

**RACIAL DIVERSITY AND LEADER-MEMBER EXCHANGE
THEORY: VIEWS AND EXPERIENCES OF YOUNG
AFRICAN AMERICAN MALES IN CORPORATE AMERICA**

Belinda Johnson White, *Morehouse College*

Keith Hollingsworth, *Morehouse College*

The Leader-Member Exchange (LMX) theory describes the beneficial results of positive relationships between managers and subordinates in the workplace. The theory is based on research conducted with homogeneous manager-subordinate dyads. Just recently has the question been asked as to whether these benefits can be reaped in heterogeneous manager-subordinate dyads. This question is addressed in this paper through qualitative and quantitative data analysis on the corporate workplace experiences of 23 young African American males. Their experiences in corporate America, their assessment of these experiences, and implications for the corporate environment are discussed.

**THE POSITIVE AND NEGATIVE EFFECTS OF RACISM
AND SEXISM ON PERCEPTIONS OF GROUP
COHESIVENESS AND PERFORMANCE**

Caren Goldberg, *American University*

Lu Zhang, *George Washington University*

This study examines the effects of modern racism and modern sexism on individuals' perceptions of work group cohesiveness and performance, and the moderating effects of work group demographic composition, and respondent race and gender on these relationships. We did not observe any of the predicted simple or interactive effects for racism. The main effect for sexism was not significant, but we found a significant two-way interaction with proportion of women in the workgroup on cohesiveness, and significant three-way interactions with proportion of women in the workgroup and gender on both cohesiveness and performance. Results and implications are discussed.

Thursday, from 1:30pm - 3:00pm in Mangrove

Strategy/Ent: Rural Development and International Entrepreneurship

Session Chair: **Wayne Grossman**, *Hofstra University*

Discussants:

George Tompson, *University of Tampa*

Manli Chen, *Rensselaer Polytechnic Institute*

Dan Marlin, *University of South Florida - Saint Petersburg*

**A MODEL OF RURAL ENTREPRENEURSHIP
DEVELOPMENT IN DEVELOPING COUNTRIES**

Eren Ozgen, *Troy University - Dothan*

Barbara D. Minsky, *Troy University - Dothan*

Rural entrepreneurial development is an empowering strategy in tackling poverty in impoverished rural regions. We focus specifically on opportunity recognition, a key element in the entrepreneurial process. We introduce a model that supports the development of micro and small enterprises in rural regions that will serve the needs of rural populations. The ideas presented in the paper may provide helpful insights into both future entrepreneurship research and the development of effective strategies for the improvement of self-sustainable rural communities in developing countries.

ENTREPRENEURIAL MOTIVES AND HUMAN RESOURCE MANAGEMENT PRACTICES IN VIETNAMESE SMALL BUSINESSES

Nhung T. Nguyen, *Towson University*
Donald Kopka, *Towson University*

We explored entrepreneurial motive and human resource management (HRM) practices in relation to small firm performance in Vietnam. The results revealed that business owners were motivated by both the desire to have better income and independence as well as family responsibilities. However, no differences were found in firm performance as a function entrepreneurial motive. Two HRM practices, offering employee benefits and conducting annual performance appraisals were found to have positive relationship with firm performance such that the former was positively related to perceived firm success and the latter was positively related to annual revenue. Implications for future research are discussed.

STRATEGIC ALLIANCES IN RURAL COMMUNITIES: AN ECONOMIC DEVELOPMENT ALTERNATIVE

John Kirk Ring, *Mississippi State University*
James J. Chrisman, *Mississippi State University*

Many rural communities continue to be underdeveloped vis-à-vis urban communities. In this paper we propose alliances as a means to address this problem. We argue that while poor rural communities are geographically isolated and small, they are rich in social capital. Therefore, rural alliances are likely to have highly committed partners, be narrowly focused, have high levels of communication, and compatible goals. We suggest that these characteristics may increase alliance success rates in rural communities. This may encourage additional entrepreneurial activity both within those communities and in contiguous rural communities that hope to imitate the successes of their neighbors.

Thursday, from 1:30pm - 3:00pm in Salon A

HRM: The Role of Image and Reputation in Employee Trust and Identification

Session Chair: **Kay J. Bunch**, *Georgia State University*

Discussants:

Fred J. Dorn, *University of Mississippi*
Paul Johnson, *Oklahoma State University*
Ray Gibney, *University of Pittsburgh*

★ Best Overall Doctoral Paper & Best Doctoral Paper in Track ★

FIT OR "FLY": PERCEPTIONS OF FIT AND REPUTATION AS DETERMINANTS OF APPLICANT ATTRACTION AND JOB CHOICE INTENTIONS

Shannon G. Taylor, *Louisiana State University*
Stacie A. Furst, *University of Cincinnati*

The management literature offers a number of perspectives regarding the process through which organizations attract and retain employees. Person-organization fit theory posits that individuals seek out and are attracted to organizations with values that match their own, whereas brand equity research maintains that consumers seek out firms with greater reputations and corporate image. This study thus represents an initial attempt to examine organizational attraction by integrating two theoretically-different perspectives. Moreover, moderating influences of self-monitoring and core self-evaluations were included in response to research that suggests that individual differences also influence job seekers' perceptions of organizational attraction and job pursuit intentions.

IMPACTS OF ORGANIZATIONAL IMAGE ON MEMBERS' ORGANIZATIONAL IDENTIFICATION

Christopher Harris, *University of Texas - Arlington*
Marshall Pattie, *University of Texas - Arlington*

This paper discusses the impact of an organization's image on members' organizational identification. Specifically, we discuss the impact that negative threats to an organization's image can have on members' identification with the organization. Individuals define themselves in terms of the groups or organizations that they are members of, thus an organization's image impacts the members of the organization. We also discuss three moderators; perceived accuracy of the negative information, tenure, and employee mobility to the relationship between negative information threatening an organization's image and members' organizational identification.

IS TRUST NECESSARY? THE VALUE OF A REPUTATION FOR RELIABILITY

Alfred Warner, *Pennsylvania State University - Erie*
Peg Thoms, *Pennsylvania State University Erie - Behre*
Janice Totleben, *Pennsylvania State University Erie - Behrend*

The role of trust in economic exchange is contentious. Trust between alliance partners is argued to be an alternative to costly governance mechanisms. Alternatively, it may be myopic to rely on anything but credible commitment to deterrence. This paper explores a middle ground where governance costs can decline without the strict necessity of intentional trust in the context of a reputation network. Using an experimental approach, we show that reputation effects lead to significant advantages for reliable players in terms of offers to ally and the quality of those offers. These advantages resulted in lower governance costs and better performance.

OB/OT/OD: Learning, Performance, and Change

Session Chair: **Vera L. Street**, *Salisbury University*

Discussants:

Millicent F. Nelson, *Middle Tennessee State University*

Alix Valenti, *Univeristy of Houston - Clear Lake*

Arlise P. McKinney, *University of North Carolina - Greensboro*

HOW EMPLOYEES REALLY LEARN

Vana Prewitt, *University of North Carolina Hospitals*

U.S. organizations invest heavily in formal training and education for their employees. Yet this investment produces only 30% of what employees learn and know. The area of organizational learning defined as nonformal is responsible for most learning that occurs and is rarely studied. This exploratory study looked at how adults make meaning of nonformal learning and discovered that emotions, relationships, play, communities of practice, and concerns for competence all played important roles.

PERFORMANCE OF MULTINATIONAL TEAMS AT HENKEL CEE

Aida Nunic, *Vienna University of Economics and Business Administration*

MNTs have been the subject of intensive empirical study. Yet, most research has ignored the larger external context. The purpose of this study is to explore the impact of context on MNT performance and to show how these teams reduce the complexity in organizations. Semi-structured interviews were conducted with team members and leaders at Henkel. The results show how society, organisational strategy and culture influence multinational team performance and how these teams reduce the complexity of operations of the company by facilitating the exploitation and transfer of knowledge and appropriate dimensions of the organisational culture between geographically dispersed business units.

THE SELF AND ORGANIZATIONAL CHANGE: A MODEL RELATING SELF-CONCEPT PROCESSES AND CULTURAL FACTORS TO COMMITMENT TO CHANGE

Yves Damoiseau, *Louisiana State University*

It is time to complement research on resistance to change with a line of inquiry that focuses on positive reactions to change. Our study contributes to the literature by specifying a model that elaborates how self-concept processes give rise to commitment to change. Cultural factors are incorporated into the model to facilitate the testing of our model in the global context, especially in the context of multinational enterprises. Empirical measures for the constructs in our model are currently available. We discuss advantages of our perspective in comparison to traditional motivation theories and provide recommendations for future research.

OB/OT/OD: Change in a Dynamic Environment

Session Chair: **Mary Jo Jackson**, *Dalton State College*

Discussants:

Audrey Ellison, *Nova Southeastern University*

Mary Jo Jackson, *Dalton State College*

William T. Jackson, *Dalton State College*

A BEHAVIORAL MODEL OF TRADE ASSOCIATIONS AS FIELD-CONFIGURING SCAFFOLDING

Scott Johnson, *Oklahoma State University*

Trade associations are a major influence in the U.S. economy, spending billions every year on publications, meetings, and conventions. Relying on the distributed cognition concept of “scaffolding” and the behavioral theory of the firm I propose that trade association services can be understood as creating three different forms of shared scaffolding: a common reference group; shared standard operating procedures; and a collective search environment. This typology of influence mechanisms is a first step toward understanding the ways that trade associations influence the interaction of competing firms within an organizational field.

ASSESSING DIFFERENCES IN FIRM SIZE AND ENVIRONMENTAL SCANNING PURSUITS ACROSS ORGANIZATIONAL LIFE CYCLES

Donald L. Lester, *Middle Tennessee State University*

John A. Parnell, *University of North Carolina - Pembroke*

The results of an exploratory study of the organizational life cycle are presented. Rather than approaching the construct from a small- or large-firm perspective, a model appropriate for all firms is employed. An empirical test of a five-stage life cycle scale revealed that small firms are not only found in the first two life cycle stages--existence and survival--but also in the decline stage. In addition, support was not found for environmental scanning patterns previously postulated in the literature.

TRANSFORMATION OF THE ORGANIZATIONAL FIELD: THE AMALGAMATED MODEL OF RADICAL CHANGE

James Vardaman, *University of Memphis*

Radical organizational change has been a central topic in recent years in both the organizational theory and strategic management literatures. With insights derived from a significant engagement with the structural contingency theory, institutional theory, and change literatures, this paper puts forth a conceptual model that not only combines certain aspects of each theory of radical change examined, but also provides a new lens through which to view field-level radical change. From this perspective, the paper melds radical change theory at the field-level of analysis and offers a comprehensive explanation of radical change precipitated by field-level shocks.

Thursday, from 1:30pm - 3:00pm in Salon D

OB/OT/OD: Discretionary and Citizenship Behavior

Session Chair: **Veena Prabhu**, *Auburn University*

Discussants:

Nancy Borkowski, *South University*

Wm. Matthew Bowler, *Oklahoma State University*

Brian Dineen, *University of Kentucky*

ORGANIZATIONAL CITIZENSHIP BEHAVIORS AND THE PROTESTANT WORK ETHIC

Thomas D. Taber, *State University of New York - Albany*

Melissa Mann, *State University of New York-Albany*

Clifton O. Mayfield, *State University of New York - Albany*

Causes of organizational citizenship behavior have been sought in characteristics of employees including affective states such as mood, attitudes such as organizational commitment, cognitions of the work environment such as procedural justice, and dispositions/traits such as conscientiousness. Of all studies of dispositions/traits only research by Ryan (2002) has explored the relationship between OCBs and work ethic. The current research re-examined the importance of work ethic by regressing seven sub-scales of the Multidimensional Work Ethic Profile (Miller, Woehr, & Hudspeth, 2002) onto four types of OCBs. Significant relationships were found even after removing the effects of procedural, distributive, and interactional justice.

SHOULD ORGANIZATIONAL CITIZENSHIP BEHAVIOR BE REQUIRED?

Kathleen M. Shumate, *The University of Texas - Arlington*

Robert Greg Bell, *University of Texas - Arlington*

Jim Lavelle, *University of Texas - Arlington*

The abundance of research pointing to the positive effects of organizational citizenship behavior (OCB) prompts some to suggest that firms should require these behaviors of their employees. However, research on psychological contracts and the overjustification effect suggests that in response to the implementation of such a requirement, employees may in fact reduce or lower the quality of their OCB's. We explore these possibilities by considering how OCB may change in response to an organization-initiated redefinition of job roles.

TOUCH SELF-EFFICACY AND TOUCH ANXIETY: FIRST STEPS TOWARD TOUCH AS A POSITIVE ORGANIZATIONAL BEHAVIOR

Marcia J. Simmering, *Louisiana Tech University*

Jerry Bryan Fuller, *Louisiana Tech University*

Laura Elizabeth Marler, *Louisiana Tech University*

Rebecca J. Bennett, *Louisiana Tech University*

One of the best-selling business books of all time, *The One Minute Manager* (Blanchard & Johnson, 2003), advocates interpersonal touch as a critical part of effective performance management. However, no research has addressed the potential for touch to be used positively in the workplace. In the present study, Social Cognitive Theory (Bandura, 1986) is used to develop measures of two constructs likely to be related to the use of touch in the workplace—touch self-efficacy and touch anxiety. The rationale for studying touch is presented, and item generation, item reduction, relationships among constructs, and directions for future research are discussed.

Thursday, from 1:30pm - 3:00pm in Salon F

MH/ME/IM: Symposium: Assuring Academic Integrity in Management Education

Jane Whitney Gibson, *Nova Southeastern University*

Dana V. Tesone, *University of Central Florida*

Julia Teahen, *Baker College Online*

Bahaudin G. Mujtaba, *Nova Southeastern University*

This symposium explores four perspectives on academic integrity in business schools. These include assuring academic integrity in student work, encouraging academic integrity in faculty research, monitoring academic integrity from the institutional perspective, and facing the challenge of academic integrity in online education.

Thursday, from 1:30pm - 3:50pm in Salon G

MH/ME/IM: Symposium: Several Degrees of Connections Between Research and Teaching

Marie-Line Germain, *City College*

Kevin B. Lowe, *University of North Carolina - Greensboro*

Claudia C. Cogliser, *Texas Tech University*

William L. Gardner, *Texas Tech University*

Melenie J. Lankau, *University of Georgia*

The purpose of this panel is to focus on the relationship between faculty research and teaching in universities business schools at the undergraduate level where the relationship between research and teaching is less self-evident than it is perceived to be at the postgraduate level (Clark, 1993; Smeby, 1998). The panelists will discuss some domains and dimensions of the research-teaching nexus while making suggestions to improve it.

Thursday, from 1:30pm - 3:00pm in Tarpon

IT/Innov: The Impact of Knowledge, Competence, and Trust on IT Firms

Session Chair: **Garry Adams**, *Auburn University*

Discussants:

Ramakrishna Ayyagari, *Clemson University*

R. H. Hamilton, *University of Mississippi*

Howard Rasheed, *University of North Carolina*

★ Best Paper in Track ★

A THEORY OF INTERFIRM NICHE COMPETENCE IN RADICAL TECHNOLOGICAL REGIMES

Ikenna S. Uzuegbunam, *Rensselaer Polytechnic Institute*

Satish Nambisan, *Rensselaer Polytechnic Institute*

Today's organizational environments are characterized by rich and complex sets of network relationships. In these networks, different firms occupy different strategic positions. Much of the research on technological change has focused on the firm level of analysis. In this study, we examine a network strategy that has received limited theoretical attention — the niche strategy. We propose a niche competence model of interfirm networks and argue that greater levels of niche differentiation and specialization enable an interfirm network survive radical technological disruptions. We also discuss implications of our model for managerial research and practice.

EFFECTS OF KNOWLEDGE-BASED RESOURCES ON FIRM PERFORMANCE IN TWO UNCERTAIN ENVIRONMENTS: THE INFORMATION TECHNOLOGY SECTOR

Federica Pazzaglia, *University of Alberta*

Karan Sonpar, *University of Alberta*

Samir Shrivastava, *Swinburne University of Technology*

This paper reports effects of knowledge-based resources upon financial performance of firms in the information technology sector in two distinct times of environmental uncertainty. The pre dotcom bubble period (1995-1998) was characterized by state uncertainty, while the post dotcom bubble period (2001-2004) was characterized by response uncertainty. We find that R&D expenses positively affect performance in pre dotcom bubble period but negatively affect performance in the post dotcom bubble period. Conversely, being located in the hotspot of California has no significant effect in the pre dotcom bubble period but positively affected performance in post dotcom bubble period.

EXPLORING TRUST IN INFORMATION SHARING

Ebrahim Randeree, *Florida State University*

Beyond technological and policy initiatives, organizations have to create a culture of security built on trust. Within the healthcare industry, security initiatives that are pushed by new legislation (Health Insurance Portability and Accountability Act) and pulled by new technology implementations (Electronic Medical Records), have altered the roles of practitioners, researchers and students that require access to patient data. With increased scrutiny on security, compliance to organizational policies requires a comprehensive approach that focuses on trust as the foundation. This paper explores the influence of trust based mechanisms in creating cultural shifts within organizations as the role of security initiatives increase.

Thursday, from 3:00pm - 3:30pm in Salon E

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, University of South Florida St. Petersburg

Thursday, from 3:15pm - 4:45pm in Citrus

Methods: What To Ask And How To Ask It: Developing Scales And Using Them

Session Chair: **Arlise P. McKinney**, *University of North Carolina - Greensboro*

Discussant: **Kimberly E. O'Brien**, *University of South Florida*

★ Best Paper in Track ★

DEVELOPMENT OF THE COLLECTIVE IDENTIFICATION SCALE (CIS): PRELIMINARY RESULTS

Jason S. Stoner, *Florida State University*

Pamela L. Perrewe, *Florida State University*

The purpose of this paper is to report on the development of a new measure of collective identity. Collective identity is the most current conceptualization of "identification", or how individuals view themselves in relation to social groups. Our goal was to develop a self-report Likert-type measure of identity that could be used for a number of identity-types (e.g., organization-based identity, social-based identity, family-based identity). Results from 6 data sets, partitioned into Phase I and Phase II, are reported.

★ Best Doctoral Paper in Track ★

PRIMING EFFECT IN ORGANIZATION DIAGNOSIS

Dean C. Vitale, *Auburn University*

This study reviews considerations for integrating quantitative survey instruments with qualitative queries, focusing on contextual effects in questionnaires as a potential pitfall in organizational diagnosis. A quasi-experiment conducted in a field setting with a small (92 employees) for-profit firm is described, wherein the experimental group received a quantitative organization assessment questionnaire (i.e., treatment), followed immediately by a qualitative survey asking employees to describe the strengths and weaknesses of their organization. Results indicated individuals receiving the combined survey responded with a lower response rate and fewer comments. Employee-perceived weaknesses of the organization remained unaffected by the addition of the quantitative items.

Thursday, from 3:15pm - 4:45pm in Coral

HC/HM/PA: Innovative Hospital Practices and Organization Designs

Session Chair: **Nir Menachemi**, *Florida State University*

Discussants:

Carol R. Young, *Memorial Hermann Healthcare System*

Maziar Abdolrasulnia, *University of Alabama - Birmingham*

Nir Menachemi, *Florida State University*

★ Best Doctoral Paper in Track ★

A FRAMEWORK FOR STUDYING ADOPTION OF ORGANIZATIONAL INNOVATIONS

Tom J. Sanders, *University of Montevallo*

Thomas Powers, *University of Alabama - Birmingham*

Hospitals are in need of organizational innovations to address a persistent shortage of registered nurses. The magnet hospital concept is one such innovation that has proven effective in enhancing recruitment and retention of nurses. This paper reviews the literature and identifies factors influencing the adoption of organizational innovations. A framework is developed that indicates how various factors identified from the innovation adoption literature can be organized into a model for studying adoption of the magnet hospital concept as an organizational innovation. Propositions are developed and directions for future research are given.

STUDY OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL OUTCOMES USING HIERARCHICAL LINEAR MODELING METHODOLOGY

Elena A. Platonova, *Western Kentucky University*
S. Robert Hernandez, *University of Alabama - Birmingham*
Richard M. Shewchuk, *University of Alabama - Birmingham*
Kelly Leddy, *Press Ganey Associates*

This study examines how perceptions of organizational cultures influences organizational outcomes, and, specially, individual employee job satisfaction. The study was conducted in the health care industry in the United States. It examined the data on employee perceptions of job attributes, organizational culture, and employee job satisfaction, collected by Press Ganey Associates from hospitals across the country in 2002-2003. Hierarchical linear modeling was used to test how organizational cultures affect individual employee job satisfaction. Results indicated that some dimensions of organizational cultures, and, specifically, job security and performance recognition play a role in improving employee job satisfaction.

THE EFFECT OF NURSING SKILL MIX ON HOSPITALS' RISK ADJUSTED HEART ATTACK OUTCOMES

Mark P. Brown, *Bradley University*
Ross L. Fink, *Bradley University*
Larry Weinzimmer, *Bradley University*

This manuscript investigates the relation between hospitals' nurse staffing levels and hospitals' risk adjusted heart attack outcomes. Considering those departments relevant to hospitals' heart attack outcomes, hospital nurse staffing levels are hypothesized to be negatively related to hospitals' heart attack outcomes. Specifically, hospitals with high levels of RN staffing are hypothesized to have lower (i.e., better) 30 day risk adjusted heart attack mortality rates. Support is found for the hypothesis that high levels of RN staffing are negatively to hospitals' 30 day risk adjusted heart attack mortality rates. The study's results are discussed and directions for future research are presented.

Thursday, from 3:15pm - 4:45pm in Mangrove

Strategy/Ent: Strategies for Non-Profit Organizations

Session Chair: **Thomas Glenn DeLaughter**, *Flagler College*

Discussants:

R. H. Hamilton, *University of Mississippi*
David A. Fritz, *Augusta State University*
Alfred Warner, *Pennsylvania State University - Erie*

AN EMPIRICAL EXAMINATION INTO THE IMPACT OF ENTREPRENEURIAL BEHAVIORS, COMPETITIVE AGGRESSIVENESS, AND AUTONOMY SEEKING ON PERFORMANCE IN A NON-PROFIT CONTEXT

David A. Fritz, *Augusta State University*
Peter S. Davis, *University of Memphis*

This study focuses on the processes associated with entrepreneurship in a mature institutional field. Through a study of 252 existing religious organizations, the impact of entrepreneurial strategies on performance (growth) was assessed. It was found that an entrepreneurial orientation, autonomy seeking, and environmental munificence all contribute positively to performance. Competitive aggressiveness was not found to have a significant impact on performance. The variance of strategies chosen by the organizations varied widely even after controlling for denominational differences. The findings indicate that even in traditional institutions, where legitimacy is a dominant goal, entrepreneurial behavior may be an effective strategy.

GROWTH STRATEGIES AND LEADER TENURE: AN EXAMINATION OF NON-PROFIT ORGANIZATIONS

Robert Greg Bell, *University of Texas - Arlington*
Justin L. Davis, *Ohio University*
G. Tyge Payne, *Texas Tech University*

The importance of market growth to firm performance has been the topic of a considerable amount of literature. From a strategic choice perspective, the current study examines the growth implications of implementing a market penetration versus market development strategy. Further, both the direct and moderating influence of leader tenure are considered. Findings demonstrate that, in this sample, the specific strategic focus on market penetration is negatively related to growth. Additionally, tenure demonstrates a curvilinear relationship to growth, but converse to our expectations does not moderate the market penetration-growth relationship.

THE PERFORMANCE CONSEQUENCES OF STRATEGIC GROUP MEMBERSHIP FOR NONPROFIT ORGANIZATIONS

Dan Marlin, *University of South Florida - Saint Petersburg*
William Ritchie, *Florida Gulf Coast University*
Scott Geiger, *University of South Florida - Saint Petersburg*

Strategic group research in the non-profit sector is sparse. The purpose of this study is to analyze the resource characteristics of non-profit organizations. Specifically, we are interested in identifying distinct strategic groups among university foundations. Also of interest is determining if performance differences existed between these strategic groups. Using a sample of 235 foundations, we identified five strategic groups and found significant performance differences between these groups. The managerial and research implications of these findings are discussed.

Thursday, from 3:15pm - 4:45pm in Salon A

HRM: Evaluating Job Performance and Appraisal Systems: Expanding and Revising Current Thought

Session Chair: **Angela Miles**, *North Carolina A&T State University*

Discussants:

Mary Dana Laird, *Florida State University*

Timothy G. DeGroot, *Oklahoma State University*

Brian T. Gregory, *University of Southern Mississippi*

CAN HARDINESS PREDICT STRESS AND JOB PERFORMANCE BEYOND THE BIG-5 PERSONALITY FACTORS?

Don H. Kluemper, *Louisiana State University*

Thomas H. Stone, *Oklahoma State University*

Jim Jawahar, *Illinois State University*

Previous research indicates that hardiness influences stress and moderates the relationship between stress and stress-related outcomes. Using longitudinal data from multiple referents, we examined the role of hardiness on stress and the stress-performance relationships after controlling for established personality constructs. Results indicate that hardiness predicts stress beyond neuroticism (but not the Big-5). In addition, hardiness interacts with stress to predict job performance, even after controlling for the Big-5. Finally, the relationships differ based on sex of the employee. Collectively, results provide support for the hardiness construct as a stress-related dispositional characteristic that has effects independent of established personality constructs.

PERFORMANCE APPRAISAL SYSTEMS IN AN ORGANIZATIONAL JUSTICE CONTEXT: A THEORETICAL MODEL OF THE EFFECTS ON PERFORMANCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS

Michael Lance Frazier, *Oklahoma State University*

Performance evaluations are common throughout organizations as a tool to provide feedback to employees, make promotion and compensation decisions, and set performance standards for future performance. The purpose of this paper is to present a theoretical model that examines the effects of performance appraisal system, moderated by performance rating, on the procedural and distributive justice perceptions of the employees being evaluated. The model also integrates the concept of perceived organizational support as a mediator to the relationship between justice perceptions and organizational citizenship behavior. The paper concludes with a section highlighting its contribution and implications for future research.

REVISING THEORY ON JOB TASK PERFORMANCE: UPDATING AND TESTING PROPOSITIONS FROM MURPHY'S (1989) MODEL

Michael C. Sturman, *Cornell University*

J. Bruce Tracey, *Cornell University*

Michael J. Tews, *Cornell University*

The purpose of this paper is to test and extend Murphy's (1989) model of job performance by reinterpreting aspects of Murphy's propositions in light of recent research evidence and thereby refining its boundary conditions. We examine performance ratings and consider both ability (i.e., GMA) and non-ability (i.e., conscientiousness) as predictors of the performance construct at the boundary conditions of low-complexity jobs. Using data from 291 employees, analyses reveal support for three key propositions. Based on these findings, we revised three of the original four propositions of Murphy's model, and offer new insights regarding the factors that influence job performance.

Thursday, from 3:15pm - 4:45pm in Salon B

OB/OT/OD: Rewards and Commitment

Session Chair: **Christian Kiewitz**, *University of Dayton*

Discussants:

Janice Witt Smith, *J. W. Smith and Associates*

Allison Pearson, *Mississippi State University*

Daniel T. Holt, *Air Force Institute of Technology*

AFFECTIVITY AND ORGANIZATIONAL COMMITMENT: FITTING EMOTION REGULATION INTO THE EQUATION

Joseph M. Goodman, *James Madison University*

Grant C. Corser, *Northwestern Michigan College*

Michael Brandon Kitchens, *University of Mississippi*

William Randy Evans, *University of Arkansas - Little Rock*

Recent attention has been devoted to understanding emotions within an organizational context. Much of our new found curiosity can be attributed to the very fact that emotions are a part of everyday life. Indeed, organizational scientists have incorporated affect, mood, and emotions into multiple literature streams. The current paper investigates the effects of positive and negative affect and two forms of emotion regulation, reappraisal and suppression, upon three levels of organizational commitment, affective, normative, and continuance. We found main effects and interaction effects between affect and emotion regulation on organizational commitment. Theoretical and practical implications are discussed.

DISPOSITIONAL EFFECT OF PERSONALITY ON ORGANIZATIONAL COMMITMENT

Sabahat Raza Bilgrami, *University of Management & Technology*

Usman Raja, *University of Management & Technology*

There has been a tremendous growth in research on personality and organizational commitment in the past decade. Although both tend to have common or similar set of correlates, there is no study that focuses on the relation between personality and organizational commitment. We argue that personality would be related to organizational commitment. We extend arguments how the Big Five traits would map differentially on the three dimensions of commitment suggested by Meyer and Allen (1984). We support our propositions with available direct and indirect evidence and suggest that future research should pay attention to empirically testing these propositions.

**THE PERILS OF WORKPLACE RECOGNITION:
ANTECEDENTS TO DISCOMFORT ASSOCIATED WITH
BEING THE TARGET OF THREATENING UPWARD
COMPARISONS**

Stephanie Case Henagan, *Northern Illinois University*
Arthur G. Bedeian, *Louisiana State University*

This field study of sales agents and their coworkers investigated possible antecedents to sensitivity about being the target of threatening upward comparisons (STTUC). Interpersonal sensitivity, empathic concern, competitive psychological climate, and comparison threat experienced by the outperformed were expected to increase STTUC for award-winning agents. Results support empathic concern, competitive psychological climate, and comparison threat as antecedents to STTUC and give insight into the potential negative effects of workplace reward systems.

Thursday, from 3:15pm - 4:45pm in Salon C

OB/OT/OD: The Dark Side of OB

Session Chair: **L. Melita Prati**, *East Carolina University*

Discussants:

William E. Gillis, *Florida State University*
Joyce Thompson Heames, *West Virginia University*
Tim O. Peterson, *Texas A&M University*

**AFFECT, JOB SATISFACTION AND
COUNTERPRODUCTIVE WORK BEHAVIOR**

Liuqin Yang, *University of South Florida*
Edward Louis Levine, *University of South Florida*
Xian Xu, *University of South Florida*
Gabriel E. Lopez Rivas, *University of South Florida*

A 141-case sample from the faculty and staff in a southeastern university in the US was used to explore the occurrence of counterproductive work behavior (CWB) and its correlates – affect and job satisfaction. Our findings suggested that trait negative/positive affect were related to counterproductive behavior toward the organization. Discrete positive emotions (i.e., pride, attentiveness and contentment) and negative emotions (i.e., envy, guilt/shame and sadness) accounted for significant additional variance in CWB over and above general affect. Employees' satisfaction with coworkers correlated with counterproductive behavior toward individuals. No interactive effects were observed between job satisfaction and trait affect in predicting CWB.

**FIVE DIMENSIONS OF COUNTERPRODUCTIVE WORK
BEHAVIOR RELATED TO JOB STRESSORS AND STRAINS**

Paul E. Spector, *University of South Florida*
Suzy Fox, *Loyola University - Chicago*
Angeline Goh, *University of South Florida*
Kari Bruursema, *University of South Florida*

Counterproductive work behavior (CWB) consists of a variety of workplace acts that harm organizations and people. Five categories of CWB are abusive behaviors toward others, production deviance, physical sabotage, theft and withdrawal. Questionnaires were collected from a sample of employees and matched coworkers. The two sources showed significant convergence only for abusive behavior and production deviance. Within employee self-report data, there were significant correlations between CWB and job stressors (conflict with others, organizational constraints, and procedural justice) and strains (job dissatisfaction and negative emotions). In some cases these relationships were corroborated with coworker reports of CWB committed by employees.

**WALKING THE DARK SIDE OF POSITIVE
ORGANIZATIONAL BEHAVIOR: APPRECIATING THE
ROLE OF THE SHADOW**

Stephen P. Fitzgerald, *Touro University International*
Christine Oliver, *University of London - Queen Mary*

Theory is developed herein regarding the role of the "Shadow" in promoting and/or constraining positive organizational behavior (POB). The Shadow is viewed as an integral, essential, and potentially constructive dimension of organizational knowledge that needs to be recognized and valued for the development of informed management action and the development of POB. A series of propositions is made regarding what constitutes POB toward the individual and collective Shadow. Implications for research and practice are discussed, and an expanded definition of POB is offered that reflects the conscious, integral, dialectic role of the Shadow in maximizing the full potential of POB.

Thursday, from 5:30pm - 7:30pm in Sandpiper Deck

SMA Beach Party: Come party with Frankie and the gang as we recall the tunes and times of **Beach Blanket Bingo!**

Sponsored by:

Oklahoma State University William S. Spears School of Business, Department of Management
University of South Florida St. Petersburg, College of Business
Florida State University College of Business, Management Department
The University of Tampa John H. Sykes College of Business

Friday, October 27

Conference Registration: From 8:00 am - 3:30 pm in Salon E

Coordinator: **Sharon Topping**, *University of Southern Mississippi*

SMA Placement Services: From 8:00am - 3:00pm in Dolphin (closed for lunch from 12:00 pm to 1:30 pm)

Coordinator: **Frank B. Markham**, *Mesa State College*

Friday, from 7:30am - 9:15am in Coasters Restaurant

SMA Officer Breakfast

Coordinator: William L. Gardner, Texas Tech University

Friday, from 8:15am - 9:45am in Citrus

Ethics/Div: Ethical Decision Making and Perceptions of Ethical and Unethical Behavior

Session Chair: **Hazel-Anne M. Johnson**, *University of South Florida*

Discussants:

William Randy Evans, *University of Arkansas - Little Rock*

Thomas Glenn DeLaughter, *Flagler College*

Bahaudin G. Mujtaba, *Nova Southeastern University*

CODES OF CONDUCT ARE NOT ENOUGH: AN INVESTIGATION INTO THE DRIVERS OF ETHICAL DECISION-MAKING USING STRUCTURAL EQUATION MODELING

Daniel Rottig, *Florida Atlantic University*

Xenophon Koufteros, *Florida Atlantic University*

This paper advances and empirically examines an integrative framework of individual as well as contextual drivers of ethical decision-making. Based on a cross-cultural sample of N=555 university students with substantial work experience, and using a structural equation methodology, results provide strong support for the posited model. An ethical climate has been found to significantly raise the awareness of ethical situations, which in turn positively affected ethical decision-making. Codes of conduct, however, neither raised the awareness of ethical situations, nor significantly influenced ethical decision-making. Robustness tests strongly confirmed the reliability and validity of the findings.

ETHICAL PERCEPTIONS OF BUSINESS STUDENTS: ASSESSING TEACHING VS RESEARCH FOCUSED BUSINESS SCHOOLS

Yvette P. Lopez, *Texas A&M University*

Carrie Belsito, *Texas A&M University*

Ethical lapses experienced by today's managers are disappointing given the heightened focus on ethical considerations within business contexts during the past decade. This study is designed to increase our understanding of the forces that shape ethical perceptions by considering the effects of business school education (i.e. teaching focused business school versus research focused business school), as well as the effects of gender, upon business school students' perceptions of ethical scenarios. We found significant effects for type of business school education and for gender in some and/or all areas of ethics examined (i.e. deceit, fraud, self-interest, influence dealing, and coercion).

OBSERVER EFFECTS: OBSERVERS' REACTIONS TO THE UNETHICAL BEHAVIORS THAT OCCUR WITHIN ORGANIZATIONS

Rebecca Lee Greenbaum, *University of Central Florida*

This paper examines employees' reactions to unethical behaviors that occur within organizations – a phenomenon the author calls observer effects. This research proposes that employees' observations of unethical behaviors elicit strong emotions and attitudes (moral mandates) that can have negative consequences for the organization (e.g., reduced organizational citizenship behaviors, and increased turnover). The author encourages scholars to consider the less obvious consequences of unethical actions (i.e., observer effects) in order to have a better understanding of just how detrimental unethical behaviors can be. Demonstrating the existence of observer effects should encourage practitioners to instill added measures to prevent unethical actions.

OB/OT/OD: Helping and Health

Session Chair: **Stephanie Case Henagan**, *Northern Illinois University*

Discussants:

Kizzy Marie Parks, *Florida Institute of Technology*
Milan Larson, *University of Northern Colorado*
Christian Kiewitz, *University of Dayton*

ATTENTION REGULATION AS A MODERATOR OF THE RELATIONSHIP BETWEEN OTHERS' ENTITLEMENT BEHAVIORS AND JOB AND HEALTH OUTCOMES

James Arthur Meurs, *Florida State University*
Todd Royle, *Florida State University*
Wayne Hochwarter, *Florida State University*
Pamela L. Perrewe, *Florida State University*

Two studies were conducted to examine the interactive relationship between perceptions of others' entitlement behavior and self-regulation, in the form of attention regulation, on work and health outcomes (job tension, job satisfaction, citizenship behavior, and depressed mood at work). The ability to regulate one's behavior moderated the relationship between perceptions of others' entitlement behavior and each outcome in both studies. Specifically, perceptions of others' entitlement behaviors were associated with adverse outcomes for those with lower attention regulation abilities. Implications of these findings for scholarship and practice, strengths and limitations, and directions for research are provided.

IS LETTING GO ENOUGH? THE INFLUENCE OF FORGIVENESS ON HEALTH AND JOB SATISFACTION

Susie S. Cox, *Louisiana Tech University*
Rebecca J. Bennett, *Louisiana Tech University*

Although forgiveness is well researched in theology and psychology, in the workplace it has received much less attention. Because forgiveness may result in healthy interpersonal workplace relationships which are vital for organizations, this study considers two components of forgiveness and its impact on health and job satisfaction. Findings emphasize two aspects of forgiveness: 1) absence of negative cognitions, affect, and behavior and 2) presence of positive cognitions, affect, and behavior. Release of negative emotions and addition of positive emotions are related to increased job satisfaction; whereas, only releasing of negative emotions is associated with better general health.

IT'S ALL FUN AND GAMES UNTIL SOMEONE GETS HELPED: CONNECTING HUMOR, MOOD, AND PERSONALITY WITH HELPING BEHAVIORS AT WORK

Joel F. Bolton, *Oklahoma State University*

This paper explores the relationships between humor in the workplace, mood at work, personality differences, and helping behaviors. Diverse literatures from psychology, communication, and organizational behavior are combined toward the production of a theoretical framework for understanding these relationships. This study sets the stage to explore the moderating impact of personality differences on the relationship between humor and mood. This work could have future implications for managers who intend to use humor in the workplace and for researchers interested in better understanding this area that has seen little in the way of empirical research.

Strategy/Ent: Strategic Competitiveness

Session Chair: **Annette L. Ranft**, *Florida State University*

Discussants:

Marjorie Icenogle, *University of South Alabama*
Gautam Kasthurirangan, *Rensselaer Polytechnic Institute*
Joshua Aaron, *University of Alabama*

AN ACTION THEORY OF COMPETITIVE ADVANTAGE

Harry B. Knoche, *Florida Atlantic University*

Organization action is defined as purposeful, directed behavior that is imbued with meaning. Organization action is required when there are unexpected outcomes from current strategies or when there are changes in the environment that were not anticipated by the current strategy. Organization action results from an increase in organizational knowledge, which emerges from an organizational coherence process. Organizational coherence is the result of behavioral and cognitive processes within the organization. Organization action improves firm performance and gives the firm a competitive advantage.

★Best Paper in Track★

HORIZONTAL ALLIANCES, COMPETITIVE AGGRESSIVENESS, AND THE MODERATING INFLUENCE OF MULTIMARKET CONTACT AND RESOURCE SIMILARITIES AMONG PARTNERS

Ahmad M. Hassan, *Morehead State University*
James J. Chrisman, *Mississippi State University*
Mohamed Ahmed Mohamed, *Morehead State University*

To assess the effects of a firm's horizontal strategic alliances on competitive aggressiveness, this article relates one aspect of embeddedness – tie strength – to the firm's subsequent competitive actions. We propose that strong ties have a positive impact on competitive aggressiveness but that the impact is moderated by multimarket contact and resource similarity. Findings based on a study of competitive actions undertaken by rivals in the U. S. software industry suggest that strong ties increase competitive aggressiveness. Findings also suggest that competitive aggressiveness is negatively related to the interaction between tie strength and both multimarket contact and resource similarity.

MULTIPOINT COMPETITION: THE DYNAMICS OF TRIADS

John Willis Upson, *Florida State University*

Multipoint competition research seeks to understand how firms behave towards competitors that they meet in multiple markets. Prior research has been limited to the study of competitive dyads and has observed that the level of relative multiple market contact between firms affects the competitive intensity. This conceptual paper extends research by considering competitive triads using the perspectives of industry organization economics and multipoint competition. It is proposed that triadic competition is more dynamic than dyadic competition. In addition, it is suggested that behaviors in triads do not follow the same patterns as those observed in dyads.

HRM: Organizational Climate and Individual Factors as Predictors of Job and Occupational Turnover

Session Chair: **Melenie J. Lankau**, *University of Georgia*

Discussants:

Michael J. Kavanagh, *State University of New York - Albany*

K. Michele Kacmar, *University of Alabama*

Brian D. Lyons, *State University of New York - Albany*

EXPLORING THE EFFECT OF CULTURE ON HOW PAY-FOR-PERFORMANCE AFFECTS TURNOVER: A MULTI-LEVEL LONGITUDINAL STUDY ON 24 COUNTRIES

Lian Shao, *Cornell University*

Michael C. Sturman, *Cornell University*

While research has shown that pay-for-performance plans affect the curvilinear relationship between performance and turnover, all of this research has been conducted on samples of employees from the United States. In this paper, we explore the potential moderating effects of culture. Specifically, we predict that we will replicate (1) the curvilinear relationship between performance and turnover, and (2) the moderating effects of pay-for-performance; but also (3) that culture will affect the nature of these relationships. We test our hypotheses on a sample of 4072 employees from 24 countries, and analyze our data with non-linear HLM models.

INVITED TO STAY: HUMAN RESOURCE RETENTION IN POST-MERGER FIRMS

Heather Shields, *Texas Tech University*

Ronald K. Mitchell, *Texas Tech University*

Organizational downsizing following a merger or acquisition has been widely studied for its effects on both individual employees and the firm. However, little is known about the decision criteria used by managers in determining to retain an employee rather than to include them in a downsizing, referred to here as an invitation to stay. Human asset specificity, intellectual capital protection, intra-firm legitimacy and intra-industry legitimacy are proposed to have an impact on post-merger success, and their presence indicates a greater likelihood that a particular employee will be invited to stay.

WHY DO EMPLOYEES VOLUNTARILY LEAVE THEIR JOB VERSUS OCCUPATION: AN EXPLORATORY STUDY OF VARIABLE DECISION PATHS

Gary Blau, *Temple University*

This study proposed and tested a model for comparing two variable decision paths leading to voluntary job versus occupational turnover for a sample of medical technologists. Path analysis results were generally supportive of the study hypotheses. Job satisfaction was found to be an important "early driver" variable for both types of turnover. Work exhaustion was found to be important in the occupational turnover process. Study limitations and directions for future research are briefly discussed.

OB/OT/OD: The Best of OB/OT/OD

Session Chair: **Neal M. Ashkanasy**, *The University of Queensland*

Discussants:

Susan M. Kochanowski, *State University of New York - Albany*

Ron Humphrey, *Virginia Commonwealth University*

★ Best Paper in Track ★

INFLUENCE OF TASK AND CONTEXTUAL PERFORMANCE ON JUDGMENTS OF PROMOTABILITY

Jim Jawahar, *Illinois State University*

The influence of contextual performance on outcomes other than ratings of overall performance, such as promotions or judgments of promotability has not been adequately tested. Longitudinal data obtained from supervisors of professional employees were used to rigorously test the relative influence of task and contextual performance on judgments of promotability. Task and contextual performance not only explained unique variance, but also interacted, such that subordinates who excel in both are judged more suitable for promotion than subordinates who excel in one but not in the other. Implications of results are discussed and future research directions are offered.

★ Best Doctoral Paper in Track ★

THE INFLUENCE OF EMOTIONAL RESOURCES ON EMOTIONAL LABOR

Yongmei Liu, *Florida State University*

L. Melita Prati, *East Carolina University*

The current study examines effects of a subtype of personal resources (i.e., emotional resources) on emotional labor. Based on the COR theory, it was proposed that emotional resource is negatively related to surface acting and positively related to deep acting. We examined two emotional resource variables, emotional intelligence (EI), and negative affectivity (NA). Largely consistent with the predictions, results indicated that individuals with greater emotional resources (i.e., those high on EI) are more likely than others to deep act, and individuals who have fewer emotional resources (i.e., those high on NA) are more likely than others to surface act.

Friday, from 8:15am - 9:45am in Salon C

OB/OT/OD: Understanding Organization

Session Chair: **Sabahat Raza Bilgrami**, *University of Management & Technology*

Discussants:

Karan Sonpar, *University of Alberta*

João Luiz Macedo Sr., *Universidade Federal Rural do Rio de Janeiro*

Gail McKee, *Roanoke College*

A CRITIQUE OF INSTITUTIONAL THEORY AND A SOCIAL CONSTRUCTIONIST VIEW OF INSTITUTIONALIZATION

Cagri Topal, *University of Alberta*

Robert Paul Gephart, *University of Alberta*

This study provides a critique of institutional theory as elaborated by the classic papers of Meyer and Rowan (1977), and DiMaggio and Powell (1983). We argue that institutional theory understands institutionalization as an objective process. The deficiencies of this approach can be dealt with through an alternative framework grounded in the social constructionism of Berger and Luckmann (1966). The agenda of institutional theory doesn't account for the essence of institutionalization, that is, reciprocal sensemaking activity of organizational members. Since institutional theory is the dominant theory, this ignorance leaves the most critical aspects of the process of institutionalization understudied.

ORGANIZATIONAL ALIGNMENT: AN EXPLORATORY DECOMPOSITION OF AN ALIGNMENT MEASURE

Randall S. Upchurch, *University of Central Florida*

Robert C. Ford, *University of Central Florida*

Frank McLaughlin, *University of North Florida*

John W. Newstrom, *University of Minnesota*

Reported measures of alignment have offered insights into what factors contribute to beneficial organization and individual outcomes. Decomposing these previously identified alignment factors into their component elements yield further insight into which specific cues represented by the various organizational policies, procedures and systems designs are linked to beneficial outcomes. This paper reports a case study is designed to explore in a single organization the relationship of the specific cues incorporated in a measure of service mission alignment with the specific policies, procedures and design features that organization uses to communicate its commitment to its service mission.

SENSING SEASCAPES: AN AESTHETIC READING OF SHIPBOARD ORGANIZATIONAL LIFE

Kathy S. Mack, *Winston-Salem State University*

Multi-sensory experiences and aesthetic judgments form the 'aesthetic dimension' of organizational life. A limited number of workplace aesthetic readings may be partially attributed to the challenges surrounding evocation and representation of sensory and aesthetic knowledge. I draw upon literature based in the 'aesthetics of natural environments' and conversations with Norwegian seafarers to support the richness of seascapes and shipboard life for aesthetic inquiries. This study empirically contributes to a global stream of aesthetic scholarship within the field of organization studies.

Friday, from 8:15am - 9:45am in Salon D

MH/ME/IM: Symposium: Baby Boomers Hit 60: The Future of the Professoriate

Stephanie E. Newell, *Eastern Michigan University*

Ruth Clarke, *Nova Southeastern University*

Myron D. Fottler, *University of Central Florida*

Foard F. Jones, *University of Central Florida*

Neal P. Mero, *AACSB International*

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

Fraya Wagner-Marsh, *Eastern Michigan University*

In a roundtable format this symposium explores the issues involved in the aging of tenured professors and the need to encourage students to pursue academic careers. We begin by discussing the changing makeup of the workforce and then discuss the approaching retirement of senior faculty and the strategies universities will need to devise to replace this group of faculty. We follow this with discussions from administrators and faculty involved in hiring and mentoring new faculty about the challenges they face. Finally, we close by discussing alternatives that universities may pursue as they face a potential shortage of faculty.

Friday, from 8:15am - 9:45am in Tarpon

MH/ME/IM: Service Learning, Team Evaluation and Teaching Styles

Session Chair: **Joyce Thompson Heames**, *West Virginia University*

Discussants:

Papers 1 & 3: **Betty G. Hubschman**, *Barry University*

Paper 2: **Regina A. Greenwood**, *Kettering University*

ACADEMIC SELF-EFFICACY, ACADEMIC ACHIEVEMENT AND TEACHING STYLES

Khadija Al Arkoubi, *New Mexico State University*

Manos Kalargiros, *New Mexico State University*

Brent Kinghorn, *New Mexico State University*

Since its inception, Bandura's concept of self-efficacy (1986) has attracted a lot of attention and has been applied in different arenas (e.g., education, counseling, psychology, management, sports, etc.). Although this concept has been studied in education, most publications were focused on elementary or secondary education, on specific courses (e.g., mathematics, language, etc), and on a sole agent self-efficacy (students or teachers). This paper concentrates on management courses and proposes a relationship between students and teachers' self-efficacy and students' academic achievement at graduate level. It suggests that teaching styles strengthen or weaken this relationship.

BEHAVIORALLY ANCHORED PEER EVALUATION OF TEAM MEMBER EFFECTIVENESS

Misty L. Loughry, *Clemson University*
DeWayne Moore, *Clemson University*
Matthew W. Ohland, *Purdue University*

Instructors who use team learning methods need to assess individual contributions to team projects. This paper describes the development of a behaviorally anchored rating scale (BARS) version of the recently developed Comprehensive Assessment of Team Member Effectiveness. This instrument measures performance in five areas of team-member contributions: contributing to the team's work, interacting with teammates, keeping the team on track, expecting quality, and having relevant knowledge, skills, and abilities. A BARS version of the instrument may enable team members to evaluate performance in the same five areas in less time and with greater accuracy.

GETTING ENGAGED: ANTECEDENTS OF SERVICE-LEARNING WITHIN AND ACROSS DISCIPLINARY BOUNDARIES

Timothy B. Palmer, *Western Michigan University*
Jeremy C. Short, *Texas Tech University*

Service-learning is an instructional method that incorporates community service into the curriculum. Service-learning provides benefits that are particularly valuable to business students; yet, business educators have been slow to integrate service-learning into their classes. We explore satisfaction with service-learning, compare service-learning satisfaction between business majors and majors in other disciplines, and note a number of factors that influence service-learning satisfaction. We conclude by providing ideas for incorporating service-learning into business classes and highlight implications for students, faculty, and administrators.

Friday, from 9:30am - 10:00am in Salon E

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, University of South Florida St. Petersburg

Friday, from 10:00am - 12:00pm in Salon F-G

KEYNOTE SESSION: Kenny Moore, co-author of the best-seller *The Monk and the CEO*

“Building Passion and Inviting Commitment – A Road Map for Working on the Impossible”

Sponsored by:
Texas Tech University Rawls College of Business

Kenny Moore, who has been featured on *60 Minutes*, is a former monk and present-day business executive. He will discuss the challenges of building commitment, trust and passion in a world characterized by instability and constant change. This interactive, insightful and entertaining session will focus on organizational theory, case studies and various business interventions in a New York City Fortune 500 company.

Friday, from 1:30pm - 3:00pm in Citrus

Ethics/Div: Multiple Aspects of Diversity and Cultural Dimensions

Session Chair: **Luis Martins**, *Georgia Institute of Technology*

Discussants:

Marc D. Street, *Salisbury University*
Neta Moye, *Vanderbilt University*
Marieke C. Schilpzand, *Georgia Institute of Technology*

THE EFFECTS OF ORGANIZATIONAL CULTURE AND INDIVIDUAL DIFFERENCES ON WORKPLACE SPIRITUALITY

Tom W. Moore, *University of Texas - Arlington*

Workplace spirituality is a growing concern for an increasing number of organizations, employees, and job seekers. In today's tumultuous business landscape a growing number of people are looking to the workplace to fulfill their spiritual needs, while organizations are finding positive work outcomes associated with a workplace that augments workers spiritual fulfillment. There is to date, however, little research concerning the relationships between culture, individual differences, and workplace spirituality. Therefore, this paper develops propositions dealing with the spiritual homogenization of the corporate culture through the Attraction-Selection-Attrition framework, and the role of individual differences in workplace spirituality and corporate culture.

★Best Doctoral Paper in Track★

THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MODERATING EFFECTS OF CULTURAL VALUES

Marieke C. Schilpzand, *Georgia Institute of Technology*
Luis Martins, *Georgia Institute of Technology*
Bradley Kirkman, *Texas A&M University*

As the work force becomes more global, it is increasingly important to understand how societal cultures affect individual motivation and behavior at work. Therefore, this study examined how the effect of organizational justice perceptions on employees' organizational citizenship behaviors (OCB) is influenced by individual differences in cultural values. We found that organizational justice was more strongly positively related to the interpersonal helping dimension of OCB for individuals high on collectivism, power distance, and uncertainty avoidance, and low on masculinity. Individualism-collectivism was a significant moderator of the relationship between one aspect of organizational justice and the loyal boosterism dimension of OCB.

★ Best Paper in Track ★

THE ROLE OF CULTURAL VALUE DIMENSIONS IN RELATIONAL DEMOGRAPHY

Bryan S. Schaffer, *University of North Carolina - Asheville*

This paper examines how cultural value dimensions affect processes related to social identity theory and relational demography. Gender differentiation, individualism/collectivism, and power distance are each positioned as important variables that have the potential to impact the level of salience for particular social identity characteristics. The value dimensions of uncertainty avoidance and long term/short term orientation are each positioned as contextual variables, moderating the relationships between demographic dissimilarity and outcomes related to bias and discrimination. The framework presented should open doors for future research in relational demography and assist managers in their attempt to understand individual differences in organizations.

Friday, from 1:30pm - 3:00pm in Coral

HC/HM/PA: Healthcare Leadership and Policy

Session Chair: **Tom J. Sanders**, *University of Montevallo*

Discussants:

Maziar Abdolrasulnia, *University of Alabama - Birmingham*

Mark P. Brown, *Bradley University*

Tom J. Sanders, *University of Montevallo*

CONSUMER VIEWS OF MEDICAL PRACTICE BEHAVIORS: AN EXPLORATORY STUDY OF HEALTH CARE SERVICE QUALITY

David D. Van Fleet, *Arizona State University*

Tim O. Peterson, *Texas A&M University*

This exploratory study examines the relationship between health care providers and their consumers. It uses a critical incident methodology. Both effective and ineffective behavioral specimens are examined across different provider groups. The effects of these different practices on the common core values identified by Berry (1999) are examined, as those values are required to build a lasting service relationship. Also examined are categories of healthcare practice used in the Consumer Assessment of Health Plans Surveys.

NAVIGATING THE SOCIAL SAFETY NET: A STATE-LEVEL ANALYSIS OF THE RELATIONSHIP BETWEEN MEDICAID, THE UNINSURED, AND CONSUMER BANKRUPTCY

Amy K. Yarbrough, *University of Florida*

Robert J. Landry, *Jacksonville State University*

Although the populations served by social programs such as Medicaid and consumer bankruptcy likely overlap, policymakers tend to look at individual programs unilaterally. This study attempts to empirically validate a relationship between social programs by providing a state-level analysis of the relationships between Medicaid and uninsurance with state consumer bankruptcy filings. Limited support suggests that Medicaid might serve as a substitute for consumer bankruptcy, and the results indicate that states' forfeiture of benefit richness for increased enrollment numbers might actually cause financial hardship to consumers, eventually leading to bankruptcy. Policy implications concerning state Medicaid programs are offered for these findings.

★ Best Paper in Track ★

THE RELATIONSHIP OF HEALTHCARE MANAGERS' SPIRITUALITY TO THEIR SELF-PERCEIVED LEADERSHIP PRACTICES

Myron D. Fottler, *University of Central Florida*

Gary Strack, *Boca Raton Community Hospital*

This exploratory survey examines the relationship between selected dimensions of spirituality and self-perceived effective leadership practices of healthcare managers. Kouzes and Posner's Leadership Practices Inventory and Beazley's Spiritual Assessment Scale were administered to a sample of healthcare managers. Significant statistical relationships were found between and among the dimensions of both subscales. ANOVA revealed statistically significant differences for three effective leadership practices of "more spiritual" vs. "less-spiritual" managers. The confirmatory factor analysis of our theory-based model revealed moderately positive correlation between spirituality and leadership ($r = .50$). Implications for theory and future research are discussed.

Friday, from 1:30pm - 3:00pm in Mangrove

Strategy/Ent: Strategy and Firm Performance

Session Chair: **Taco Reus**, *Florida Atlantic University*

Discussants:

William J. Donoher, *Bradley University*

Jamie Ressler, *Palm Beach Atlantic University*

J. Kay Keels, *Coastal Carolina University*

EXAMINING THE DIMENSIONALITY, RELIABILITY, AND CONSTRUCT VALIDITY OF FIRM FINANCIAL PERFORMANCE

Frank Christopher Butler, *Florida State University*

John A. Martin, *Florida State University*

Alexa Perryman, *Florida State University*

John Willis Upson, *Florida State University*

James G. Combs, *Florida State University*

The primary purpose of strategic management is to answer the question, "Why do some firms outperform others?" To date a single, unifying definition of firm financial performance does not exist. Moreover, in the extant literature numerous conceptualizations of firm performance can be found. However, the dimensionality, reliability, and validity of the construct as a whole have not been examined. In order to assess these characteristics of this core construct, data were collected from 1,800 firms listed in the COMPUSTAT database from 2002-2004. Structural equation modeling was used to perform exploratory and confirmatory factor analyses on sub-samples of the data.

FIRM LONG-TERM PERFORMANCE AND MANAGERIAL ACQUISITION CHOICE: RELATED VERSUS UNRELATED ACQUISITIONS

Mahdi Rostami, *University of Calgary*
Frances E. Bowen, *University of Calgary*

We examine how managers of North American upstream oil and gas companies decide between acquiring related or unrelated targets in response to their firm's long-term performance and organizational resources. We draw on the behavioural theory of the firm, the threat-rigidity theory and prospect theory to explain strategic decision-making. While previous research has focused on firm short-term performance, we show that long-term performance better explains a firm's acquisition strategy. We find that poorly performing oil companies increased related acquisitions as their long-term performance increased. In contrast, successful companies with high long-term performance decreased their related acquisition activities as their performance improved.

INTRAINDUSTRY EXECUTIVE SUCCESSION, COMPETITIVE DYNAMICS, AND FIRM PERFORMANCE: THROUGH THE KNOWLEDGE TRANSFER LENS

Wayne Grossman, *Hofstra University*

The use of intraindustry executive succession as an organizational learning mechanism is explored. Drawing from the knowledge management, executive succession, and competitive dynamics literatures, a conceptual model is developed that suggests organizations use this form of succession to access tacit, architectural knowledge held by rivals in order to implement rapid competitive responses. This phenomenon may also lead to reduced long-term performance by promoting imitation and intense rivalry among industry incumbents. However, a more unique response may result from power dynamics associated with the executive integration process that blend the knowledge of the new executive with existing organizational routines and capabilities.

Friday, from 1:30pm - 3:00pm in Salon A

HRM: Lending a Helping Hand: The Importance of Mentoring and Organizational Citizenship Behaviors

Session Chair: **Veena Prabhu**, *Auburn University*

Discussants:

Heather S. McMillan, *The University of Tennessee*

Richard Heine, *Stetson University*

Kathleen M. Shumate, *The University of Texas - Arlington*

FORMAL MENTORING: A REVIEW OF RESEARCH AND AN AGENDA FOR THE FUTURE

Gayle Baugh, *University of West Florida*
Ellen A. Fagenson-Eland, *George Mason University*

The benefits attributable to mentoring relationships, for the participants and for organizations in which they work, have enticed organizations to develop formal mentoring programs. Formal mentoring relationships differ from informal relationships in a number of ways, and the influence of these differences on the outcomes to be obtained has not yet been investigated. This paper reviews the research on formal mentoring programs with respect to protégé reports of mentoring functions provided, protégé and mentor benefits, and negative outcomes or relationship dysfunctions. Based on this review of the literature, directions for future research on formal mentoring programs and relationships are suggested.

THE ROLE OF E-MENTORING IN PROTÉGÉ'S LEARNING ADVANCEMENT

Suzanne C. de Janasz, *University of Mary Washington*
Veronica Maria Godshalk, *Pennsylvania State University - Great Valley*

E-mentoring has become widely used. Given the need for developing multiple mentor relationships to help professionals navigate complex organizational, subject matter, and career path issues and our technology-dependent environment, it is neither possible nor desirable to do so using traditional means. Building an e-mentoring model from existing literature, we investigate the role of e-mentoring dyad characteristics on e-mentoring functions provided and their effect on protégés' learning advancement and satisfaction. We also examine the mediating effects of protégés' comfort with establishing a CMC relationship and protégés' perception of the relevance of mentors' knowledge. Implications for future research and practice are offered.

WHO IS OFFERING A HELPING HAND? ASSOCIATIONS BETWEEN PERSONALITY AND OCBS, AND THE MODERATING ROLE OF TEAM LEADER EFFECTIVENESS

Hetty Van Emmerik, *Utrecht University*
Martin Euwema, *Utrecht University*

This study examined the relationships between personality and three types of OCBS, and tested for the potential moderating effects of team leader effectiveness on the relationship between personality and OCBS. Data from 268 teachers of secondary schools were analyzed using Zellner's seemingly unrelated regression. Although this study provided only partial support for the expected relationships between personality and OCBS, the results are notable for personnel selection. Further, several instances of the moderating role of team leader effectiveness were found. This indicates that leaders can encourage the engagement in OCBS, even in the case of thwarting personality characteristics.

Friday, from 1:30pm - 3:00pm in Salon B

OB/OT/OD: Attributions and Aggression

Session Chair: **Jerry Bryan Fuller**, *Louisiana Tech University*

Discussants:

Susie S. Cox, *Louisiana Tech University*

Barbara Anne Ritter, *Coastal Carolina University*

Aida Numic, *Vienna University of Economics and Business Administration*

ATTRIBUTIONAL INFLUENCES ON WORKPLACE AGGRESSION: AN EXTENSION OF PAST RESEARCH

Paul Harvey, *Florida State University*
James K. Summers, *Florida State University*
Mark J. Martinko, *Florida State University*

We review past research on the relationship between attributional perceptions, emotions, and workplace aggression and develop a conceptual model that extends this research in two ways. First, we consider the influence of controllability attributions on the type (other-directed, self-directed, hostile, non-hostile) and likelihood of aggressive responses to negative workplace outcomes and situations. Second, we consider the extent to which discrete negative emotions might mediate these attribution-aggression relationships. Implications for anticipating and preventing workplace aggression are discussed.

PERSONALITY, ATTRIBUTIONAL TENDENCIES, AND COPING: DEVELOPING A FRAMEWORK

James Arthur Meurs, *Florida State University*

Many studies have examined the relationship between personality traits, appraisals, and methods of coping with stress. This paper proposes that appraisals mediate the personality-coping relationship. Further, it is posited that attributional tendencies are a beneficial way of conceptualizing appraisals. The relationship between attributional tendencies and personality is elaborated, and specific personality traits (each dimension of the Five Factor Model) are connected to attributional predispositions. In addition, it is argued that narcissism, through its self-serving nature, partially mediates the relationship between Five Factor Model variables and attributional propensities. Limitations and directions for future research are discussed.

WORKPLACE AGGRESSION: IMPACT OF NATIONAL/SOCIETAL CULTURAL DIMENSIONS ON AGGRESSIVE PREDISPOSITIONS

Feruzan Syrus Irani, *Auburn University*

The media has sensationalized instances of workplace aggression with regular reports of workplace violence. But workplace violence is only a small aspect of workplace aggression. Research shows that most instances of workplace aggression are covert in nature, with the perpetrator trying his/her best to remain anonymous. Most previous research has concentrated on organizational and individual level causes of workplace aggression. However, we contend that predispositions toward workplace aggression are rooted, first and predominantly, within one's national culture. Culturally-accepted behaviors are then moderated by individual trait differences in the potential development of predispositions toward workplace aggression.

Friday, from 1:30pm - 3:00pm in Salon C

OB/OT/OD: Managing Reputations and Impressions

Session Chair: **Hazel-Anne M. Johnson**, *University of South Florida*

Discussants:

Kevin B. Lowe, *University of North Carolina - Greensboro*

Neil M. Tocher, *Auburn University*

Marie T. Dasborough, *Oklahoma State University*

ENGINEERED EXPERIENCES AND THEIR INFLUENCE ON CUSTOMER RETENTION

Audrey Ellison, *Nova Southeastern University*

Service quality is a critical area of marketing research, however marketers continue to focus on mass marketing and do not always consider the value of one customer. Customer Relationship Management (CRM) has become increasingly important in the service economy. CRM strategy can manage customer relationships more efficiently by integrating technology and decision-making. Experience Engineering puts the customer experience at the core of doing business by creating a total experience and an emotional connection for the customer. The power and promise of customer experiences remains an abstract and untapped value for most companies.

IMPRESSION MANAGEMENT IN THE PERSON-SITUATION FRAMEWORK

Keke Wu, *The University of Alabama*

The purpose of this study is to integrate the contributions from previous studies and to build a model as a foundation for future studies on impression management behaviors and their impacts on individuals and organizations in a more systematic and detailed manner. Based on the "person-situation" framework developed by Mischel (1977), this paper presents an explanatory model to illustrate the propositions on how impression management behaviors vary as a function of the interaction between situational strength and individuals' controlling interest.

YOU SHOULD HEAR HOW THEY TALK ABOUT YOU: POSITIVE AND NEGATIVE STORYTELLING AND THE ROLE THAT ORGANIZATIONAL EXPERIENCE AND PSYCHOLOGICAL CONTRACTS PLAY

Nicole C. Jackson, *Boston College*

Extant research has looked at how individual experience and psychological contracts impact positive and negative behavioral outcomes in an organization. Little, if any, research has looked at how individual experience and psychological contract breach and/or fulfillment influence the propensity to tell more positive or negative stories about an organization. This is despite the fact that stories may be powerful endorsements or warning tales to individuals both inside and outside of an organization. This piece offers an initial theoretical framework and model to show how individual experience and psychological breach or fulfillment may impact positive or negative storytelling about an organization.

Friday, from 1:30pm - 3:00pm in Salon D

OB/OT/OD: Cognition and Emotion in Groups

Session Chair: **David H. Longstreet**, *Avila University*

Discussants:

Ronald F. Piccolo, *University of Central Florida*

Anthony R. Wheeler, *Bradley University*

Barbara A. Spencer, *Mississippi State University*

GROUP EMOTIONS: DEVELOPMENT AND TEST OF A MULTILEVEL MODEL

Juan Ling, *University of Kentucky*

This study developed a multilevel model of group emotions. We examined antecedents and consequences of both positive and negative group emotions on a large sample of police officers. HLM analyses revealed that the group-level distributive, procedural, and interactional justices were predictive of group emotions (e.g., group anxiety, guilt, jealousy, and contentment) and that these emotions, in turn, were related to individual strains—alcohol abuse, physical health, and somatic complaints. Further, job control moderated the mediation relationships such that the associations were stronger under conditions of job control. Implications of the results and directions for future research are identified.

**SHARED MENTAL MODELS AND TEAM PERFORMANCE:
CLARIFYING THE GROUP PROCESS MEDIATOR OF
COHESION**

Erich B. Bergiel, *University of West Georgia*
Allison Pearson, *Mississippi State University*

High performing teams can often be characterized by shared understandings or mental models among members. These shared mental models are viewed as an underlying mechanism of effective team processes that subsequently lead to enhanced performance. However, current research has yet to clarify this relationship. This study tested theoretically justified hypotheses linking task and team shared mental models with multiple dimensions of cohesion and subsequent performance. Results suggest shared mental models can impact performance, but only through the mediation of cohesion. Specifically, both social cohesion and pride cohesion were found to mediate the relationship between team shared mental models and performance.

**WORK GROUP SOCIAL NETWORK AND GROUP
PERFORMANCE: THE ROLE OF MULTIPLE MEDIATORS
AND MODERATORS**

Lu Zhang, *George Washington University*
Mary A. Gowan, *George Washington University*

Using a structural perspective, we present a framework for understanding the mediator and moderator variables of the relationship between workgroup external range and internal density and group performance. First, we explore key concepts from social network and workgroup theories that act as mediating process variables in the social network – performance relationship. Second, we attempt to unravel the ways in which moderators may play a role in the workgroup social network – performance outcome relationship. Overall, we propose that the complex link between work group social network and performance cannot be understood unless researchers consider these process and contingency variables.

Friday, from 1:30pm - 3:00pm in Salon F

**MH/ME/IM: Symposium: Classic Cinema In
Management Education**

John Michael Mankelwicz, *Troy University*
Bennie Mason, *Troy University*

There are many instructional, cost, and legal advantages of using scenes from classic cinema as a pedagogical tool in management courses. The workshop demonstrates these benefits within a framework based on Gagne's educational model and expectancy/path-goal theory.

The heart of the presentation is a how to, hands on demonstration using short scenes to introduce a management topic, guide discussion, and jumpstart interest should discussion falter. A special listing suggests specific movie scenes and sequences particularly appropriate to particular business courses.

Friday, from 1:30pm - 3:00pm in Salon G

**MH/ME/IM: Symposium: AACSB Assurance of
Learning --Experiences and Lessons**

Michael J. Kavanagh, *State University of New York - Albany*
Brian D. Lyons, *State University of New York - Albany*
John W. Michel, *State University of New York - Albany*
Raymond Kenneth Van Ness, *State University of New York - Albany*
Fraya Wagner-Marsh, *Eastern Michigan University*
Dianna L. Stone, *University of Texas - San Antonio*
Donald P. Rogers, *Rollins College*
Charles F. Seifert, *Siena College*
Margaret L. Williams, *Virginia Commonwealth University*
Stephanie E. Newell, *Eastern Michigan University*

The purposes for this symposium are expository and educational, and include: (1) to describe the experiences of faculty and administrators from various colleges and universities involved in establishing and implementing AOL Standards to assess academic programs goals; (2) to identify specific problems and potential solutions when using course-level measures to assess program-level goals and objectives; and (3) to share this information in an open forum designed for audience participation to assist attendees in meeting the AOL Standards in their College or University. Speakers will present their varying experiences and viewpoints as stakeholders in the AOL measurement process.

Friday, from 1:30pm - 3:00pm in Tarpon

IT/Innov: Micro-level Issues in IT

Session Chair: **Anthony Paul Ammeter**, *University of Mississippi*

Discussants:

Jacob W. Breland, *University of Mississippi*
Darlene J. Alexander-Houle, *University of Phoenix*
Alfred Warner, *Pennsylvania State University - Erie*

**COLLECTING EMPLOYEE SURVEY DATA THROUGH
CYBERIA: A PROMISING VIRTUAL LAND FOR
UNIVERSITY RESEARCHERS**

Marie-Line Germain, *City College*

This paper discusses the role of the Internet in survey research and provides some implications in the conduct of data collection from employees. We first outline the strengths and weaknesses of online surveys and then discuss how some of the weaknesses can be alleviated. Data on their validity compared to the traditional pen-and-pencil method is then presented. We conclude by providing a comparison analysis of four major online survey companies accessible at no cost or at a low cost to university researchers.

**INTRINSIC CHARACTERISTICS OF AN IT INNOVATION:
AN EXAMINATION OF EXTANT IT ADOPTION RESEARCH**

Ramakrishna Ayyagari, *Clemson University*

Recently, intrinsically motivating characteristics of IT innovations was proposed as an important antecedent for understanding adoption of IT innovations (van der Heijden, 2004). Extant research in IT adoption has not considered this aspect. This paper attempts to review and evaluate the existing IT adoption studies by reviewing 41 articles published in six premier journals. It is argued that two types of mismatches could occur if the intrinsic characteristics of an IT innovation are not considered. The implications of these errors on the cumulative results of IT adoption research stream and directions for future research are discussed.

★ Best Doctoral Paper in Track ★

**LEADERSHIP CAPABILITIES AND VIRTUAL TEAM
PHASES: A PROPOSED RESEARCH FRAMEWORK**

Debmalya Mukherjee, *University of Memphis*
Tejinder K. Billing, *University of Memphis*
Maria B. Gondo, *University of Memphis*

Virtual teams are an important element of the current competitive landscape and business organizations are increasingly using it as an important competitive tool. Research relating to virtual team leadership has been limited. With the usage of virtual teams predicted to gain more importance in the future, there is a greater need to understand how specific leadership capabilities contribute to the successful management and development of virtual teams. This article provides overview of literature on leadership in virtual teams and relates leadership capabilities to various stages of virtual team life cycle. A research framework is developed that depicts the proposed relationships.

Friday, from 2:45pm - 3:15pm in Salon E

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, University of South Florida St. Petersburg

Friday, from 3:15pm - 4:45pm in Citrus

**Ethics/Div: Social Responsibility, Duping the
Stockholder, and Sarbanes-Oxley**

Session Chair: **Phillipa Lewin**, *HRmony Enterprises, Inc.*

Discussants:

Bryan S. Schaffer, *University of North Carolina - Asheville*

Kamlesh T. Mehta, *The College*

Luis Martins, *Georgia Institute of Technology*

**SARBANES-OXLEY REQUIREMENTS REQUIRE ETHICS
TRAINING: NOW WHAT?**

Donna Galla, *Nova Southeastern University*

Frank Cavico, *Nova Southeastern Univ*

Bahaudin G. Mujtaba, *Nova Southeastern University*

Pedro Pellet, *Nova Southeastern Univ*

This paper focuses on the business environment post Sarbanes-Oxley Act of 2002. The theme of this paper is that after decades of an eroding of regulations to prevent corporate and personal self-serving behavior, the legislation of the Sarbanes-Oxley Act of 2002 (SOX) is not enough to prevent unethical behavior. Kohlberg's moral development theory states that cognitive ethical reasoning becomes more complex as one matures and gains cognitive processes. Rest's four-component model is discussed. This paper concludes with an ethical business training model which can serve as a guideline for accessing and improving individual organizational ethics standards of ethical behavior.

**SOCIAL RESPONSIBILITY, STEPS TOWARD A
SUSTAINABLE PARADIGM**

Enrique M. Perez, *Florida Atlantic University*

This paper traces the evolution of CSR from the time of profit maximization for owners and shareholders to the present when corporations are being called on, and in some cases forced, to make business decisions based on the doctrine of "do no harm" or sustainable development. Institutional pressure plays a role in guiding how corporations implement socially responsible practices. This paper reviews and integrations of five literature streams that focus on different aspects of social responsibility. The review highlights links between social responsibility, globalization, and sustainable development. Propositions are proposed that link sustainable development to changes in the institutional environment.

THE DUPING OF THE STOCKHOLDER

Jill A. Brown, *University of Georgia*

This paper explores how stockholders continue to be "duped" by CEO stock options that provide a false sense of security over agency relationships, as well as other governance mechanisms that are more symbolic than substantive in nature. I present an integrative model showing that stockholder perceptions of their salience in the relationship with the board, as well issues of board stewardship, board communication, CEO turnover, and board reputation affect the level of stockholder support for CEO stock option repricings.

Strategy/Ent: Corporate Entrepreneurship / Ethics Research

Session Chair: **Garry Adams**, *Auburn University*

Discussants:

Harry B. Knoche III, *Florida Atlantic University*

Emmanuel A. Abegunrin, *Capella University*

Justin L. Davis, *Ohio University*

A META-ANALYTIC STUDY OF CORPORATE ENTREPRENEURSHIP AND FIRM PERFORMANCE: PRELIMINARY RESULTS

Bahman Paul Ebrahimi, *University of Denver*

Sandra Young, *University of Denver*

The relationship between corporate entrepreneurship and performance has been the subject of much research in the past two decades, with mixed results. We conducted meta-analysis on a sample of previously conducted empirical research on this relationship. The results provided systematic unequivocal evidence of nonzero, positive, true population estimates of a corporate entrepreneurship and firm performance relationship. In other words, based on our meta-analysis, existing firms that behave in an entrepreneurial manner outperform those that do not.

AN ANALYSIS OF TEN YEARS OF BUSINESS ETHICS RESEARCH IN STRATEGIC MANAGEMENT JOURNAL: 1996-2005

Christopher J. Robertson, *Northeastern University*

One of the most important jobs of a firm's top management team is to create and maintain a positive moral environment. Business ethics has long been considered a cornerstone in the field of strategic management. In this paper 658 articles that appeared in Strategic Management Journal over the ten year period between 1996 and 2005 are reviewed for business ethics focus and content. The results reveal that while business ethics research in Strategic Management Journal is on the rise, the overall focus on this research stream has been limited. Author affiliations, future research directions and implications are also discussed.

STAKEHOLDER SALIENCE, ORGANIZATIONAL POSTURE, AND ENTREPRENEURIAL INTENSITY

Jeffrey Scott Hornsby, *Ball State University*

Michael G. Goldsby, *Ball State University*

Donald F. Kuratko, *Indiana University - Bloomington*

There is a dearth of literature on stakeholder relationships and organizational posture as they affect entrepreneurial intensity inside established organizations. Corporate entrepreneurs are depicted as those managers or employees who do not follow the status quo and increase the entrepreneurial intensity of a firm. A stakeholder theory framework and model are presented as a guideline for exploring the relationship between stakeholder salience, organizational posture, and entrepreneurial intensity.

OB/OT/OD: Organizational Justice

Session Chair: **Christina L. Stamper**, *Western Michigan University*

Discussants:

Nathan S. Hartman, *John Carroll University*

Nicole C. Jackson, *Boston College*

AFTER THE BOND HAS BEEN SHATTERED: ORGANIZATIONAL RESPONSES TO INJUSTICE

Margaret L. Williams, *Virginia Commonwealth University*

Flavia Cavazotte, *IBMEC Business School*

This paper addresses organizational responses to complaints of perceived injustice within the context of existing research in the field of organizational justice. We present a model of the development of perceptions of justice or injustice, and examine how organizational agents can become aware of these perceptions. We also present a typology of organizational responses based on the organization's goals for the response (to avoid, justify, or remedy the claim of injustice, or prevent future claims) and whether the response is verbal or action-oriented. We provide suggestions for future theory development and empirical research.

INTEGRATING ORGANIZATIONAL JUSTICE AND SELF-DETERMINATION THEORY: THE MODERATING EFFECTS OF NEED SATISFACTION

David Mayer, *University of Central Florida*

Mary Bardes, *University of Central Florida*

Drawing on organizational justice theories (e.g., multiple needs model of justice, accessible identity model of justice reasoning) and self-determination theory we propose that the effects of justice are in part dependent on the satisfaction of one's basic human needs. Largely consistent with our theoretically-derived hypotheses, justice perceptions demonstrated stronger relationships with organizational outcomes when individuals were low in need satisfaction.

OB/OT/OD: Perceptions and Politics

Session Chair: **Hope Alexis Clippinger**, *University of Memphis*

Discussants:

Jason S. Stoner, *Florida State University*

Adam C. Bandelli, *University of South Florida*

Robert Wheatley, *Troy University*

MODERATING EFFECTS OF POLITICAL SKILL ON THE RELATIONSHIP BETWEEN NEGATIVE AFFECTIVITY AND PHYSIOLOGICAL STRAIN

Kelly Lee Zellars, *University of North Carolina - Charlotte*

Bennett Tepper, *Georgia State University*

Ana Maria Rossi, *International Stress Management Association - Brazil*

We used data collected from 230 Brazilian employees to investigate the moderating effects of political skill on the relationship between negative affectivity and physiological strain. As hypothesized, negative affectivity was positively related to physiological strain (i.e., muscle tension as measured by electromyography), and political skill buffered this effect such that the relationship was weaker among employees who were higher in political skill. Tests of mediated-moderation further suggested the means by which political skill moderates the NA/strain relationship; specifically, the results were consistent with the idea that perceived control and, in turn, job-related efficacy explain the moderating effect of political skill.

PSYCHOLOGICAL EMPOWERMENT AND ORGANIZATIONAL POLITICS PERCEPTIONS

Robert W. Boozer, *Stetson University*

Monique Forte, *Stetson University*

The relationship of psychological empowerment to organizational politics perceptions was compared across managerial and non-managerial groups. Analysis of survey responses (n = 432) indicated the psychological empowerment dimension of impact was negatively associated with organizational politics perceptions in both groups, although the association was stronger in the non-managerial group. A positive association for competence also was found for the managerial group. No significant associations were found for the empowerment dimensions of meaning and self-determination.

THE EYE OF THE BEHOLDER REVISITED: INDIVIDUAL DIFFERENCES IN ATTRIBUTIONAL BIASES AND PERCEPTIONS OF EXTRAROLE BEHAVIORS

Vickie Coleman Gallagher, *Florida State University*

This paper illustrates how individual differences result in observer attributional biases. Specifically, when an actor performs extrarole behaviors towards a target, the needs of the target/observer will bias his/her cognition of the event. Observers who are high in need for achievement will attribute extrarole behaviors as political whereas observers high in need for affiliation will attribute extrarole behaviors as citizenship behaviors. Building on the work of Eastman (1994), this paper illustrates how attributional biases will often override considerations of consistency, distinctiveness, and consensus, likely due to informational biases, false consensus, and perceived similarities (or differences) between observers and actors.

OB/OT/OD: Creativity

Session Chair: **Angela Miles**, *North Carolina A&T State University*

Discussants:

Sharon Benjamin, *Alchemy and New York University*

Veena Prabhu, *Auburn University*

Ikenna S. Uzuegbunam, *Rensselaer Polytechnic Institute*

MANAGERIAL RECOGNITION OF EMPLOYEE CREATIVE IDEAS: A PRELIMINARY INVESTIGATION OF THE ZHOU AND WOODMAN (2003) MODEL

Aneika L. Simmons, *Texas A&M University*

Richard W. Woodman, *Texas A&M University*

Zhou and Woodman (2003) developed a conceptual model that illustrates how various antecedents influence the likelihood that managers will recognize a subordinate's ideas as creative. With the exception of the Zhou and Woodman conceptual model, previous work in the creativity literature has generally overlooked the functions of a manager that relate to identifying creative performance. This preliminary investigation makes an effort to address this gap and provide empirical data for the proposed conceptual model. Our findings support the notion that an employee's past performance does indeed impact whether or not a subordinate's ideas will be recognized as creative.

PREDICTING CREATIVE PROBLEM SOLVING AT WORK: THE INFLUENCE OF CONTEXT SPECIFICITY OF OPENNESS ITEMS ON VALIDITY

Victoria L. Pace, *University of South Florida*

Understanding and predicting individual innovation is increasingly valuable in today's rapidly changing world. This study examines the validity of Openness to Experience for the prediction of creative problem solving. A relationship between Openness to Experience and this aspect of job performance was partly confirmed in a sample of employees whose jobs required technical problem solving. Work-specific Openness scores were significantly correlated with supervisory ratings of creative work performance, whereas NEO PI-R Openness scores were not. Hierarchical regression results indicate some incremental validity of the Work-specific scale over the NEO PI-R scale.

THE INFLUENCE OF GOAL ORIENTATION AND RISK ON CREATIVITY

Aneika L. Simmons, *Texas A&M University*

Run Ren, *Texas A&M University*

Creative performance has been found to play a vital role in the survival and growth of organizations. However, the importance of one individual difference factor, an individual's goal orientation, has been largely overlooked. To address this gap in the literature, we investigate whether or not an individual's goal orientation enhances (i.e., learning orientation) or diminishes (i.e., avoid or prove orientation) creative performance under high/low risk conditions. The hypotheses were tested in a laboratory setting using undergraduate subjects. Our findings support the idea that individuals who are low rather than high in avoid orientation would exhibit more creativity under high-risk conditions.

Friday, from 3:15pm - 4:45pm in Salon F

OB/OT/OD: Organizational Development and Learning

Session Chair: **Charles Englehardt**, *Saint Leo University*

Discussants:

Hugh Hyman, *Louisiana State University*

Vana Prewitt, *University of North Carolina Hospitals*

Susan Wills, *University of Miami*

OPPORTUNITIES TO CONSTRUCT, DIFFUSE, AND DISTRIBUTE KNOWLEDGE USING CUTTING-EDGE ORGANIZATION DEVELOPMENT METHODS AND TECHNOLOGY IN SOUTHERN AFRICA

Mambo Governor Mupepi, *University of Michigan Health System/Grand Valley State University*

Sylvia C. Mupepi, *Grand Valley State University*

Ram Tenkasi, *Benedictine University*

Peter Sorensen, *Benedictine University*

This paper discusses the opportunities for organization development (OD) that exist in the Southern African Development Community (SADC). The premise of our discussion is that American management concepts of OD provide applicable incentive and means to change in international organizations. Furthermore, this application can be localized. Organizations operating in Africa face myriad socio-economic problems that slow the inertia to change; OD methods and technology are especially applicable because they enable organizations to recreate themselves within their contexts and grow. OD is flexible, offering African organizations greater sustainability in varied environments.

ORGANIZATIONAL LEARNING IN THE DEPLOYMENT OF A MANUFACTURING CELL

Howard C. Ralph, *Rockhurst University*

Longitudinal development of organizational learning processes may explain the relatively short lifespan of many manufacturing cells. A computer simulation model of a five-station manufacturing cell shows that as the cell becomes more optimally organized and workers become experienced, the use of information by workers to improve the system's performance under conditions of variability in becomes insignificant. It is hypothesized that, having learned that they have lost the ability to influence the performance of the cell, workers would lose motivation and would seek a more challenging form of work organization. This may be a normal sequence of development in manufacturing organizations.

PRECISION RE-ENGINEERING: IDENTIFYING AND ANALYZING ORGANIZATIONAL NEEDS USING APPRECIATIVE INQUIRY

Mambo Governor Mupepi, *University of Michigan Health System/Grand Valley State University*

Sylvia C. Mupepi, *Grand Valley State University*

Ram Tenkasi, *Benedictine University*

Peter Sorensen, *Benedictine University*

Therese Yaeger, *Benedictine University*

Appreciative Inquiry is a complete change management plan. It is a change management process equipped with tools for measurement and evaluation of culture in organizations. The method uses a Four-Dimension Cycle as its technology hub for determining organizational Needs and continued co-constructing of a shared vision. Using AI as the intervention of choice enables organizations to get the organizational needs right first time.

Friday, from 3:15pm - 4:45pm in Salon G

OB/OT/OD: Symposium: Organizational Culture

Brian Dineen, *University of Kentucky*

Daniel Rottig, *Florida Atlantic University*

Larry Weinzimmer, *Bradley University*

Daniel E. Lockhart, *University of Kentucky*

Taco Reus, *Florida Atlantic University*

Anthony R. Wheeler, *Bradley University*

Jennifer Franczak, *Bradley University*

This symposium examines issues related to organizational culture from several interrelated perspectives. The overarching theme of the symposium is centered on the assessment of organizational culture, use of organizational culture to predict varied outcomes, and levels of analysis issues related to organizational culture. In particular, three empirical papers address these issues, one from a more micro perspective, one from a macro perspective, and a third that bridges across micro and macro perspectives.

Friday, from 5:00pm - 6:15pm in Salon G

SMA Business Meeting

Presiding: Anson Seers, SMA President

Friday, from 6:15pm - 7:30pm in Flamingo Deck

SMA Annual Membership Reception

Sponsored by:

Sage Publications

Friday, from 9:00pm - 10:00pm in Mandalay

Presidential Reception

Hosted by:

SMA President Anson Seers

Come and enjoy a dessert party and SMA's final reception of our 2006 meeting.

Saturday, from 8:00am - 9:30am in Citrus

Ethics/Div: Gender Differences

Session Chair: **Jill A. Brown**, *University of Georgia*

Discussants:

Kay J. Bunch, *Georgia State University*

Cesar Douglas, *Florida State University*

GENDER DIFFERENCES IN ETHICAL JUDGMENT: AN EXAMINATION OF REIDENBACH AND ROBIN'S (1990) MULTIDIMENSIONAL ETHICS SCALE

Nhung T. Nguyen, *Towson University*

Manoj Tom Basuray, *Towson University*

William P. Smith, *Towson University*

Donald Kopka, *Towson University*

Donald McCulloh, *Towson University*

340 undergraduate business students were asked to rate the ethicality of three ethical dilemmas in 'sales', 'auto', and 'retail' using the moral equity, relativism, and contractualism dimensions of business ethics. The results indicate female students' ratings of ethical judgment consistently higher than that of male students in 2 out of 3 dilemmas and ethics dimensions; providing support for Eagly's (1987) social role theory. Controlling for the dilemma's characteristic, women's higher ethical judgment over men's became non-significant such that the women's relatively higher ratings, albeit in the right direction, failed to reach statistical significance. Theoretical and practical implications were discussed.

PROMALE BIAS AMONG WOMEN IN THE WORKPLACE

Kay J. Bunch, *Georgia State University*

Even with a generation raised since the launch of the modern women's movement, passage of key equal employment opportunity legislation, and the acquisition of the requisite education and experience, women continue to struggle for power and authority in the workplace. The slow advancement of women is frequently linked to intransigent males. I propose that promale bias among women deserves greater consideration. The purpose of this paper is to discuss evidence of promale bias among women and examine various manifestations of female stereotyping that may explain the pervasiveness and persistence of this under researched phenomenon.

Saturday, from 8:00am - 9:30am in Mangrove

Strategy/Ent: Strategies in Adversity / Strategic Groups

Session Chair: **James G. Combs**, *Florida State University*

Discussants:

Tammy G. Hunt, *University of North Carolina - Wilmington*

Brent Kinghorn, *New Mexico State University*

Eren Ozgen, *Troy University - Dothan*

★Best Doctoral Paper in Track★

REDUCING THE IMPACT OF AN ADVERSE EVENT IN YOUNG FIRMS

Stuart Napshin, *Drexel University*

Donna Marie De Carolis, *Drexel University*

Drawing from research on upper echelon theory and signal theory, this article examines the previously unstudied influence of top management characteristics on value deterioration during the occurrences of important adverse events which present highly information asymmetric environments. This relationship is evaluated in an analysis of 84 clinical trial terminations in the biotechnology industry which is a relatively young, knowledge, technology and invention intensive context. As predicted, shareholder interpretation of event severity is influenced by ex ante top management characteristics. Contrary to expectations, top management characteristics indicative of a willingness to change strategic direction do not uniformly reduce event severity.

STRATEGIC GROUPS: SIMPLIFYING ASSUMPTIONS AND FUTURE RESEARCH OPPORTUNITIES

Dan Marlin, *University of South Florida - Saint Petersburg*

Scott Geiger, *University of South Florida - Saint Petersburg*

Empirical support for the strategic group and performance relationship remains largely equivocal. We argue that the contributions of the strategic group concept have been hindered by several simplifying assumptions that are at the core of the theory. Namely, that (1) mobility barriers exist and lead to stable strategic group membership and (2) performance differences are the result of mobility barriers and group stability. We first review previous empirical research and find that the results of many studies are not consistent with traditional strategic group logic. We then provide suggestions for future research that could advance our understanding of this relationship.

THE PARADOX OF COMPETITIVE (DIS)ADVANTAGE: RESOURCES, LEGITIMACY AND COMPETING INTERESTS IN DISTRESSED FIRMS

William J. Donoher, *Bradley University*

Organizational distress follows different paths in different firms. Why the difference? This article considers the phenomenon of distress and decline in the context of the firm's resource base and its external relationships, and presents a framework demonstrating how these factors affect one another and embed the firm in resource postures that either enable successful recovery or reinforce decline. Fundamentally, the framework presented here suggests that a paradox exists in which competitively valuable resources may, once advantage is lost, predispose the firm to extended decline because of the nature of external constituent interests and the firm's need to maintain organizational legitimacy.

HRM: The Impact of Work-Life Programs on Both Employees and Organizations

Session Chair: **Vera L. Street**, *Salisbury University*

Discussants:

Keke Wu, *The University of Alabama*

Charles D. White, *University of Alabama*

Brian Nagy, *Univeristy of Alabama*

DOES IT PAY TO BE FAMILY-FRIENDLY?

Jamie Sands, *Skidmore College*

Timothy Harper, *Skidmore College*

This research investigates the relationship between family-friendly benefits (FFBs) and organizational performance. Published in New York State, The Business Review's Best Places to Work list provided the sample for examining this relationship. Correlation analysis revealed that telecommuting had a positive correlation with return on assets and return on equity. Analysis showed that telecommuting was negatively related to turnover. These findings have practical implications for human resource managers and suggest that benefits that are associated with work (i.e. telecommuting) have a positive influence on organizational performance.

★ **Best Paper in Track** ★

THE MODERATING EFFECT OF WORK-FAMILY CENTRALITY ON WORK-FAMILY CONFLICT, ORGANIZATIONAL ATTITUDES, AND TURNOVER BEHAVIOR

Jon C. Carr, *University of Southern Mississippi*

Scott L. Boyar, *University of South Alabama*

Brian T. Gregory, *University of Southern Mississippi*

Research has explored the role of work-family conflict (WFC), to include the antecedents and consequences of this construct. However, few studies have examined the specific role that work-centrality plays in moderating WFC and organizationally-related outcomes. Using a sample of 157 employees from a manufacturing plant, we test the moderating influence of work-family centrality on the relationship between work interfering with family, job satisfaction, commitment, and organizational retention. Results indicate that when individuals view work as being more central to their lives, work centrality serves as a suppressive effect on the negative relationships between WFC and organizational attitudes and organizational retention.

THE WORK/LIFE BUSINESS CASE: BUILDING A METRIC SYSTEM

Heather S. McMillan, *The University of Tennessee*

Michael Lane Morris, *The University of Tennessee*

An argument has been made for the development of a "business case" that demonstrates the value-added benefits for organizations that are responsive to their employees' need to balance work/life demands. Utilizing human resource accounting methods, the researchers propose an integrated framework designed to generate numeric and monetary information detailing how organizations plan, acquire, allocate, develop, compensate/reward, conserve/engage, appraise human resources and assess firm performance. This framework can be used to create metrics, that when aligned with the strategic goals, allow for an evaluation of the financial benefits of work/life initiatives to the organization.

OB/OT/OD: Trust and Distrust

Session Chair: **Eva Lynn Cowell**, *University of Tennessee - Knoxville*

Discussants:

Bryan S. Schaffer, *University of North Carolina - Asheville*

John Willis Upson, *Florida State University*

L. Melita Prati, *East Carolina University*

DEVIANTS AND WORK UNIT COHESIVENESS: POTENTIAL POSITIVE EFFECTS

Gergana T. Markova, *Wichita State University*

Robert G. Folger, *University of Central Florida*

The purpose of this study was to investigate the effects of a perceived deviant on work unit cohesiveness. Drawing on theories from social psychology and sociology, we hypothesized improved unit cohesiveness in the presence of a deviant coworker, because non-deviant employees can use the deviant target to become more united. Contrary to predictions, cohesiveness was found to be lower for work units with a deviant employee at both individual and aggregate levels. However, when including agreement and job interdependence in, the findings from the two samples were contradictory, providing partial support of the hypotheses.

THE ROLE OF TRUSTWORTHY BEHAVIORS AND COGNITIVE CATEGORIZATION IN ORGANIZATIONAL SETTINGS: LINKS TO LEADER-MEMBER EXCHANGE BEHAVIORS AND EMPLOYEE WORK OUTCOMES

Filiz Tabak, *Towson University*

This paper explores how individuals construct interpretations of trustworthiness through the lens of cognitive categorization theory. I develop a conceptual framework of trustworthiness focusing on both the leader's and the follower's sense-making processes. The framework defines competence-based and character-based dimensions of trustworthy behaviors proposing differential outcomes for each. The model further explores the moderating effects of perceiver characteristics on the relationship between trustworthy behaviors and cognitive categorizations of trustworthiness. Cognitive categorizations lead to competence-based and character-based work outcomes for the employee and competence-based and character-based leader-member exchange (LMX) behaviors for the leader. Implications for research and practice are discussed.

UNDERSTANDING CONSTRUCTIVE DEVIANCE

Bella L. Galperin, *The University of Tampa*

This paper seeks to further understand the determinants of constructive workplace deviance, a valuable construct that has great potential in advancing our knowledge of positive organizational behavior. Specifically, the study investigates both the individual and situational determinants of constructive deviance. In general, partial support was found for the hypotheses. The findings suggest that Machiavellianism, justice perceptions, ethical orientation, and access to information are differentially related to various dimensions of constructive deviance. Theoretical and practical implications are discussed.

Saturday, from 8:00am - 9:30am in Salon C

OB/OT/OD: Determinants of Performance

Session Chair: **Steven M. Elias**, *Auburn University - Montgomery*

Discussants:

James Arthur Meurs, *Florida State University*

Anju Mehta, *Auburn University*

Margaret L. Williams, *Virginia Commonwealth University*

CONTEXTUAL AMBIGUITY AND NEGOTIATION SELF-EFFICACY IN DIVIDING VALUE

Edward W. Miles, *Georgia State University*

Margaret M. LaSalle, *Georgia State University*

This study draws from Mischel's (1977) conceptualization of contextual ambiguity to predict when negotiation self-efficacy will be associated with negotiation performance, aspiration level, and magnitude of concessions made. Contextual ambiguity is operationalized as degree of information available to estimate a bargaining zone. Results indicate that, in a more ambiguous situation, negotiation self-efficacy is associated with negotiation performance while there is no significant relationship in a less ambiguous situation.

INCREMENTAL CONTRIBUTION OF GOAL ORIENTATION AND CORE SELF-EVALUATIVE TRAITS ON PERFORMANCE

Arlise P. McKinney, *University of North Carolina - Greensboro*

Research examining the relationship between personality attributes and performance has revealed that certain traits may be important in explaining incremental variability. Goal orientation and core self-evaluative traits were examined for their association with performance and unique contribution in explaining performance variability. These traits were examined for their incremental contribution above and beyond contextual variables of task-specific self-efficacy, grade goals, hours studied, and study habits with academic performance. Results reveal that core self-evaluative traits and goal orientation provide incremental contributions to the variance explained in academic performance. Implications and suggestions for future research are discussed.

MANAGERIAL VIRTUALITY AND EMPLOYEE PERFORMANCE

Alisa H. Watt, *Rensselaer Polytechnic Institute*

Timothy Golden, *Rensselaer Polytechnic Institute*

Despite the widespread use of virtual work options, little is known regarding how a manager's degree of virtuality may affect his/her subordinate employees. We view this issue in terms of the manager's changed ability to structure the employees' work environment, and the subsequent detrimental effect on employee job performance. Furthermore, this paper addresses the potential of leader-member exchange to moderate this relationship, thus ameliorating the negative effects of managerial virtuality. In addressing these issues, this paper attempts to answer a call in the literature to explore the impact of virtuality on those 'left behind' in the workplace.

Saturday, from 9:15am - 9:45am in Foyer of Salons A-C

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, *University of South Florida St. Petersburg*

Saturday, from 9:45am - 11:15am in Citrus

OB/OT/OD: Determinants of Strategy

Session Chair: **Cesar Douglas**, *Florida State University*

Discussants:

Wynn Teasley, *University of West Florida*

Victoria L. Pace, *University of South Florida*

William T. Jackson, *Dalton State College*

CONSIDERING THE PLACE OF HUMAN INTERACTION IN CORPORATE STRATEGY

Charles Englehardt, *Saint Leo University*

Michael E. Dwyer, *Saint Leo University*

Organizational approaches to human interaction are often discussed, but rarely considered explicitly in strategy. Porter's cluster theory and Christensen's The Innovator's Dilemma are investigated for theoretical connections. One theoretical underpinning for the benefits of interaction comes from complex adaptive systems theory. This paper examines interaction as a linking characteristic across theories relevant to strategy as a way to increase understanding of the pivotal activity of interaction in organizational functioning. Framing these views in the context of interaction suggests that systems dynamics driven by human interaction is a bulwark of innovation, adaptive evolution, learning, and ultimately corporate strategy.

SARBANES-OXLEY AND NEW YORK STOCK EXCHANGE RULES: HAVE THEY BROUGHT ABOUT MEANINGFUL CHANGES AT THE TOP?

Alix Valenti, *Univeristy of Houston - Clear Lake*

The Sarbanes-Oxley Act of 2002 is considered by many to have made the most sweeping changes affecting corporate governance since the Securities and Exchange Acts of 1933 and 1934. Three years after its passing, however, many governance experts question whether the time and expense of compliance engender any real reforms. This paper examines both Sarbanes-Oxley and recent changes to the New York Stock Exchange listing requirements from an institutional perspective. Using the framework described by Scott (1987), we examine how coercive and acquisitive isomorphism influence organizational changes with respect to the composition and function of corporate boards.

THE INTERACTIVE EFFECT OF ORGANIZATIONAL LIFE CYCLE AND ORGANIZATIONAL LEARNING ON INNOVATION

Jacob W. Breland, *University of Mississippi*

In relation to innovation, organizational life cycle theory paints a conflicting picture. Life cycle theory suggests that some stages prohibit innovation because of formal rigidity while other arguments can be made that the same stage promotes innovation because of a firm's accumulated experience. This paper seeks to explain this divergence by understanding the conditions under which different stages of the organizational life cycle predict innovation. To this end, organizational learning is posited as a moderator of the life cycle-innovation relationship. The resulting integration is hoped to pique scholarly interest and fuel future research.

Strategy/Ent: Managing New Ventures

Session Chair: Howard Rasheed, University of North Carolina

Discussants:

Eva Lynn Cowell, University of Tennessee - Knoxville

Sherylynn Roberts, University of Texas - Arlington

Stuart Napshin, Drexel University

MANAGING LIABILITIES AND ASSETS OF NEWNESS: THE ROLE OF ENVIRONMENTAL DYNAMISM

Brian Nagy, Univeristy of Alabama

Recognizing environmental elements improves new venture leaders' abilities to better anticipate and manipulate the factors determining the contributions customers make to new endeavors. Given various levels of market dynamism, this paper discusses how leaders of new venture firms can best anticipate and manage customer perceptions and needs through adjustments of liabilities and assets of newness. These adjustments may be critical actions allowing new ventures to minimize the negative effects of newness while exploiting the positive attributes of being new to market.

SOCIAL EFFECTIVENESS AND NEW VENTURE SUCCESS: CLARIFYING AND EXTENDING THE RELATIONSHIP

Neil M. Tocher, Auburn University

Entrepreneurship research has recently focused on attempting to identify possible explanations for why certain individuals are better than others at exploiting opportunities. To this end, social effectiveness has been proposed as a plausible variable which may account for some of the variance in new venture success. Social effectiveness has a number of proposed benefits for entrepreneurs. However, the study of the social effectiveness new venture success relationship is still in its infancy. Thus, this manuscript seeks to further develop theoretical relationships concerning the influence of social effectiveness on new venture success.

USING YOUR RESOURCES WISELY IN STARTING A NEW VENTURE: FULL-TIME EMPLOYEES MAKE A BIGGER IMPACT THAN PART-TIME EMPLOYEES

Milan Larson, University of Northern Colorado

In this paper I explore human resource management's role in new venture growth within a resource-based view of the firm. Specifically, I investigate the relationship between full-time employees (FTEs), part-time employees (PTEs) and new venture growth. The results from this sample of entrepreneurs indicate a significant relationship exists between full-time employees and new venture growth, while the relationship between part-time employees and new venture growth exhibits no significant relationship. Limitations and implications for these findings are also offered.

OB/OT/OD: Groups and Effectiveness

Session Chair: James K. Summers, Florida State University

Discussants:

Don Siri Withane, University of Windsor

Nathan S. Hartman, John Carroll University

Po Hu, University of Minnesota

A MULTILEVEL ANALYSIS OF TEAM CLIMATE AND INTERPERSONAL EXCHANGE RELATIONSHIPS AT WORK

Herman H. M. Tse, The University of Queensland

Marie T. Dasborough, Oklahoma State University

Neal M. Ashkanasy, The University of Queensland

This study advances research on interpersonal exchange relationships by integrating social exchange, workplace friendship and climate research to develop a multilevel model. Data were collected from 215 manager-employee dyads working within 36 teams. At the individual level, LMX was positively associated with TMX and workplace friendship. Further, workplace friendship was positively related to TMX, and mediated the LMX-TMX relationship. At the team level, HLM results demonstrated that the relationship between LMX and workplace friendship was moderated by affective climate. Findings suggest that high-quality LMX relationships are associated with enhanced employees' perceptions of workplace friendship when affective group climate was strong.

AN EMPIRICAL INVESTIGATION OF THE INFLUENCE OF TEAM GOAL ORIENTATION AND SELF-REGULATION ON TEAM EFFECTIVENESS

Anju Mehta, Auburn University

Nikhil Mehta, Florida A&M University

Hubert Feild, Auburn University

Although previous research indicates that self-regulation mediates the relationship between individual goal orientation and performance, the relationship is not so clearly understood with respect to teams. We examined the relationships among team goal orientation, team self-regulation, and team effectiveness. We collected data from 95 teams engaged in a business strategy simulation project. As hypothesized, team learning and team performance-prove goal orientations were positively related to team effectiveness, and team self-regulation mediated this relationship. Team performance-avoid goal orientation was unrelated to team effectiveness and self-regulation. Results suggest that organizations should emphasize learning as well as performance-prove goals for positive team outcomes.

GROUP AND ATTITUDINAL INFLUENCES ON EFFORT-PERFORMANCE EXPECTANCIES AND WITHHOLDING JOB EFFORT

Roland Kidwell, University of Wyoming

Sean Robert Valentine, University of Wyoming

This field study of employees (n = 724) in multiple organizations examined linkages between such psychosocial group variables as cohesiveness, altruism and peer leadership and individual employee job attitudes and the likelihood that an employee would withhold on-the-job effort. Using a structural model, hypothesized relationships were tested, and evidence for negative relationships between positive group influences and job satisfaction and withholding effort was obtained. The findings provide additional proof that subjective norms and individual attitudes play an important role in the presence of deviant and antisocial behavior in the workplace.

OB/OT/OD: Information and Memory

Session Chair: **Filiz Tabak**, *Towson University*

Discussants:

Thomas H. Stone, *Oklahoma State University*

Michael J. Provitera, *Barry University*

Shannon G. Taylor, *Louisiana State University*

A CONTINGENCY MODEL OF TRANSACTIVE MEMORY: THE MODERATING EFFECTS OF TASK, GROUP, AND CONTEXT FACTORS

Yves Damoiseau, *Louisiana State University*

Andreas Schwab, *Louisiana State University*

Transactive memory is an emerging but very vibrant area of inquiry. The number of studies published each year has grown substantially since the mid-1990s. Our review of published empirical studies on TMS suggests that this area may be one of the most promising in organizational learning research. Yet, we argue that this field is in need of a multi-dimensional research agenda. As a contribution to this research agenda our paper argues for the relevance of contingency factors related to task-, group-, and context-characteristics. We introduce related propositions that illustrate how boundary conditions and contingency factors may affect the TMS-performance relationship.

THE ROLE OF RELATIONAL-INTERDEPENDENT SELF-CONSTRUAL AND DECISION MAKING HEURISTICS ON TEAMS

Jase Ramsey, *University of South Carolina*

Raina Marie Rutti, *University of South Carolina*

Dean J. Cleavenger, *University of Southern California - Berkley*

This study describes decision making heuristics involved in making team performance decisions. 217 management students elected whether or not to take an exam with a partner and then predicted their anticipated performance on both the upcoming exam and overall course performance. The seldom utilized individual difference of relational-interdependent self-construal (RISC) was proposed to moderate a rationally self-interested calculation predicted by a decision heuristic. Results showed mixed effects for the heuristics utilized in making team-based decisions, while the moderating effect of RISC was supported. Implications for the management of Western-influenced work teams are discussed.

WHEN IS IT REALLY NEGATIVE?: UNFAVORABLE INFORMATION IN REALISTIC JOB PREVIEW

Sungwon Choi, *Louisiana State University*

The Realistic Job Preview (RJP) contains both favorable and unfavorable information about a job from the employer's perspective. Contrary to intuition, an unfavorable message does not always have a negative impact on a job's perceived attractiveness as evaluated by possible applicants. The potential reason for this may be that an employee's specific expectations moderate a job's negative impacts.

OB/OT/OD: Social Identity and Work Behavior

Session Chair: **Kimberly E. O'Brien**, *University of South Florida*

Discussants:

Marcia J. Simmering, *Louisiana Tech University*

Betty G. Hubschman, *Barry University*

Laura Elizabeth Marler, *Louisiana Tech University*

PERCEIVED ORGANIZATIONAL MEMBERSHIP AND WORK BEHAVIOR: AN EXAMINATION OF RIGHTS AND R

Christina L. Stamper, *Western Michigan University*

Joshua R. Knapp, *University of Cincinnati*

Suzanne S. Masterson, *U of Cincinnati*

Perceived organizational membership (POM; Masterson & Stamper, 2003) is an integrative framework developed to provide an overall representation of the employment relationship. It showcases similarities and differences among multiple relational tie constructs (i.e.: PO-Fit, psychological contracts, perceived organizational support, psychological ownership, organizational identification, and perceived insider status) through the underlying motives of need fulfillment, mattering, and belonging. Each of these motives corresponds to certain rights and responsibilities associated with membership. The current paper builds on the POM framework by developing membership profiles, and exploring how each may be related to task performance and both positive and negative discretionary work behavior.

THE LOVE-HATE RELATIONSHIP: EMPIRICAL EXAMINATION OF THE INTERACTIVE EFFECTS OF ORGANIZATIONAL IDENTIFICATION AND NEGATIVE AFFECT ON PERFORMANCE

Jason S. Stoner, *Florida State University*

The purpose of this paper is to examine the moderating role of negative affect on the relationship between organizational identification and performance. Results from two data samples support the interaction between negative affect and organizational identification; providing additional explanation of variance in performance. Upon graphing the interactions, it is clear that organizational identification increases performance for employees high in negative affect, but not for employees low in negative affect. Results are discussed as well as research and managerial implications.

WHEN GOOD GOES BAD: PERSONAL AND SOCIAL IDENTITY INFLUENCES ON THE UNDERMINING BEHAVIOR OF INDIVIDUALS WITH A HIGH MORAL IDENTITY

Kristin Scott, *University of Kentucky*

Michelle K. Duffy, *University of Kentucky*

Drawing on self-evaluation maintenance theory (Tesser, 1988) and social identity theory (Tajfel & Turner, 1986), the authors proposed and tested a multi-level, 3-way interaction among envy, group affective trust and moral identity in predicting individual social undermining behavior. Specifically, the authors predicted and found that feelings of envy among individuals with a highly self-relevant moral identity would lead to increased social undermining behavior in groups with low (but not high) affective trust. The theoretical and practical implications of these results, as well as directions for future research are discussed.

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CALL FOR PAPERS: Southern Management Association 2007 Meeting

November 7-10, 2007 – Sheraton Nashville Downtown Hotel: Nashville, Tennessee

Submission Deadline: April 13, 2007

Program Chair: Allen C. Amason, University of Georgia (aamason@terry.uga.edu)

The Southern Management Association invites submissions for its 2007 Annual Meeting. All submissions will be reviewed on the basis of originality, rigor, and relevance. Submissions can take the form of papers, case studies, symposia or workshops. All accepted submissions will be presented at the meeting and published in the Annual Meetings Proceedings.

SUBMISSION TRACKS

1. Organizational Behavior / Organizational Theory
Chair: Hettie A. Richardson, Louisiana State University (hricha4@lsu.edu)
2. Strategic Management / Entrepreneurship
Chair: Franz W. Kellermanns, Mississippi State University (fkellermanns@cobilan.msstate.edu)
3. Human Resources / Careers
Chair: Martha C. Andrews, University of North Carolina Wilmington (andrewsm@uncw.edu)
4. Research Methods
Chair: Marcia J. Simmering, Louisiana Tech University (mjs@cab.latech.edu)
5. Management History / Management Education / International Management
Chair: Patricia A. Lanier, University of Louisiana Lafayette (planier@louisiana.edu)
6. Innovation / Information Technology
Chair: George (Jody) Tompson, University of Tampa (jtompson@ut.edu)
7. Ethics / Social Issues / Diversity
Chair: Melenie J. Lankau, University of Georgia (mlankau@terry.uga.edu)
8. Health Care / Hospitality Mgmt / Public Administration
Chair: Michael Collins, Coastal Carolina University (mcollins@coastal.edu)

OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Subject to review and the decisions of the Track Chairs, an Outstanding Paper Award and an Outstanding Doctoral Student Paper Award will be given in each track. There will also be an overall Outstanding Paper Award as well as an overall Outstanding Doctoral Student Paper Award. Doctoral student papers may have multiple authors but the first author must be a doctoral student at the time of submission. Doctoral students who author an Outstanding Doctoral Student Paper will have their conference registration and annual dues waived for one year.

SUBMISSION GUIDELINES

- All submissions must be made online at www.southernmanagement.org/meetings/2007/ no later than April 13, 2007.
- SMA fully adheres to the AOM revised Code of Ethics (www.southernmanagement.org/ethics/), including its provisions on plagiarism. Authors are expected to abide by this Code when preparing their manuscripts.
- Papers should not have been previously accepted, published, presented, or be under review for another meeting or journal. Subsequent publication, with proper acknowledgement, is encouraged.
- If your submission is accepted, at least one author (for symposia and workshops, every author) must register and present their work at the conference.
- No participant is allowed to be included as an author, presenter, session chair, discussant, etc. in more than three program sessions.

MANUSCRIPT FORMATTING

- Submissions should not exceed 25 pages, including title pages, tables, figures, references and appendices.
- Manuscripts should be submitted as a Microsoft Word or Rich Text Format file. All text in the manuscript should be double spaced, with 1 inch margins on all four sides. The paper size should be set to 'Letter' (8.5 inches X 11 inches). Manuscripts should be prepared in Times New Roman Font, Font size 12.
- Submissions will be blind peer reviewed, so it is very important that no author names or other identifying information appear anywhere in the manuscript. This does not apply to symposia and workshops, which are not blind reviewed).
- A sample of a correctly formatted paper can be found at www.southernmanagement.org/meetings/2007/sample

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Submit papers and volunteer to review at www.southernmanagement.org/meetings/2007/



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HOURS OF OPERATION: The Placement Services Center is located in the room 'Dolphin', and will be available to conference attendees on the following days:

- Oct. 25 (Wed.) 6:00-7:00 p.m. – for late registration only
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Folders containing copies of completed applicant and position announcements will be available for review. Each form has a reference number that may be used to request photocopies. Please do not remove forms from the folders.

PLACEMENT REGISTRATION AT THE CONVENTION: Late registration for Placement Services will be available on Wednesday, October 25 from 6 - 7 p.m. and any time the Placement Center is open on Thursday or Friday. Blank forms will be available.

PAYMENT RESTRICTIONS: We do not provide vouchers or invoices; therefore, if your school requires such a document, please remit a personal check and use your returned check as a receipt for reimbursement. Our tax-exempt number is 58-1295483.

How Placement Services Works!

At the conference:

1. Come to Placement Services on Wednesday evening **only** if you are submitting a packet. **This time is not for review of positions or applicant files.**
2. On Thursday and Friday, visit Placement Services and review the position and applicant files. Historically over half of the entries are submitted at the conference. The pre-conference entries are usually on colored paper and conference entries are on white paper.
3. Any representative or applicant you wish to meet with may be contacted by leaving a note in the message center. Place your note in the appropriate box according to the individual's last initial. Be sure to indicate how they are to contact you. Typically a cell or room phone number is best. Often times an individual may not wish to release his/her room number to a stranger, in this case, determine a range of meeting times (i.e., Thursday afternoon, Friday morning), or invite the person to respond with their room number or a meeting time and location.

Do not try to place résumés in the message center, there is insufficient room in the boxes and if laid loose on the tables, they are seldom read and rapidly become litter. Save your résumés for your interviews. However, single-page position announcements are welcome on the message center tables.

4. Placement Services provides a meeting area on a first-come, first-service basis. This area is separate from the file reviewing area. Please do not use the large tables in the review area for interviews. The interview area may be a separate room but will always have small two to four person tables for your use. Please do not set up "permanent shop" in the interview area or use the tables for socializing.
5. Follow the standard rules for interviews just as if the meeting is being conducted at an organization's location. "Dress for success" whether you are an applicant or an interviewer. First impressions may be critical for either party.

Post-conference:

1. Whether you collect names and forms at the conference or receive a post-conference listing, you should make contact after the conference for a "thank you" if you interviewed with them or if you missed them at the conference and wish to pursue a position or applicant further. Sometimes, conferences are the primary, and sometimes only, method a school uses to seek out applicants.
2. Additional position listings may be found through the *Chronicle of Higher Education* web site:

<http://chronicle.com/jobs/>



Wednesday, October 25

2006 AIB–SE/SMA WELCOME RECEPTION

Come and gather for some light snacks and conversation with colleagues

6:00pm – 7:00pm in Salon D

Thursday, October 26, 2006 PLACE Mandalay/Executive Rooms

**7:45 - 8:00 Welcome Carolyn Mueller, Chair, AIB-SE USA
Coffee/Pastries**

**8:00 – 9:20 International Strategic Issues
Session Chair: George Nakos, Clayton State University**

Terrorism and International Business: The Corporate Response

Gary Knight, Florida State University
Michael R. Czinkota, Georgetown University

Discussant: Cheryl Van Deusen, University of North Florida

The Use of Equity in International Entry Mode by US Based Firms

Ruth Clarke, Nova Southeastern University
Fernando Robles, The George Washington University
Syed H. Akhter, Marquette University
Marcilio Machado, Fundacao Capixaba de Pesquisa, Brazil

Discussant: Sally Sledge, Christopher Newport University

Political Risk and MNCs – Dynamic Perspective

Mohana Rajamanickam, Southern New Hampshire University
Arul Thirunavukkarasu, Hiram College

Discussant: Elizabeth Rodriguez, Jose Rizal University, Philippines

Shareholder Benefits from International Acquisitions by Firms From a Developing Economy

Shavin Malhotra, Carleton University
Pengcheng Zhu, Carleton University

Discussant: Mohamad Sepehri, Jacksonville University

9:20 – 9:30 Break

**9:30 – 10:50 Transitioning and Emerging Economies
Session Chair: Gary Knight, Florida State University**

Outsourcing Opportunities and Threats in China

Ilan Alon, Rollins College
Theodore T. Herbert, Rollins College
J. Mark Munoz, Millikin University

Discussant: Donald Vest, Clark Atlanta University

Differences and Conflicts Between Owners and Top Managers in the Context of Social Responsibility: Evidence from Estonia

Külliki Tafel, Estonian Institute for Futures Studies, Estonia
Ruth Alas, Estonian Business School, Estonia

Discussant: Steven A. Williamson, University of North Florida

Regulation and Competition in Global Business: Policy Issues and Challenges for a Country in Crisis

Elizabeth Rodriguez, Jose Rizal University, Philippines
Eleazor Ricote, Jose Rizal University, Philippines

Discussant: Shavin Malhotra, Carleton University



Southeast USA Chapter

Annual Meeting
OCTOBER 25 – 27, 2006
Clearwater beach, FL

Doing Business with China: An Overview of the Opportunities and Challenges Faced by International/Multinational Companies
Mohamad Sepehri, Jacksonville University

Discussant: PengCheng Zhu, Carleton University

10:50 – 11:00 Break

11:00 – 11:50 Global Strategic Issues

Session Chair: Carolyn Mueller, Stetson University

Limited Outlet Distribution within the Paper Industry: A US Study from a European Perspective

Cheryl Van Deusen, University of North Florida
Steven A. Williamson, University of North Florida

Discussant: Ashutosh Dixit, Cleveland State University

Successfully Managing International Mergers And Acquisitions: The Five C's Framework

Daniel Rottig, Florida Atlantic University

The Theory of Selective Institutional Functioning and Motives for Going Abroad

Muthu Subbiah, The University of Texas at Dallas

Discussant: Sally Sledge, Christopher Newport University

Discussant: Kerri Crowne, Widener University

11:50 - 1:00 Lunch (on your own) EXECUTIVE COMMITTEE MEETING

1:00 - 2:10 International Culture Issues

Session Chair: Heather Harvey, Clayton State University

Satisfaction, Service and Culture: Reflections from the Hotel Industry in Brazil, Mexico and Spain

Angela Miles, North Carolina A&T University
Sally Sledge, Christopher Newport University

Discussant: Steven A. Williamson, University of North Florida

Role Impact on Work and Life: A Cross-Cultural Comparison of Russia and the U.S.

Robert Engle, Quinnipiac University
Nikolay Dimitriadi, Rostov Economic University, Russia

Discussant: Val Pashtenko, Clayton State University

Examining The Antecedents of Cultural Intelligence

Kerri Crowne, Widener University

Discussant: Daniel Rottig, Florida Atlantic University

A Cross Cultural Comparison of Emotional Intelligence and Leadership Styles: A Pilot Study

Leigh Farrell, Quinnipiac University
Christopher Bateman, Quinnipiac University

Discussant: Neil Slough, Milwaukee Area Technical College

2:10 – 2:20 Break

2:20 – 3:05 Teaching International Business: Emergent Trends and Methods

Gary Knight, Florida State University
Tamer Cavusgil, Michigan State University

3:05 – 3:10 Break



Southeast USA Chapter

Annual Meeting
OCTOBER 25 – 27, 2006
Clearwater beach, FL

3:10 – 4:20 Issues in Education: Internationalizing the Curriculum and Using Technology in the Classroom
Session Chair: Cheryl Van Deusen, University of North Florida

Internationalizing the Business Faculty by Means of an International Spring Break Excursion

Donald Vest, Clark Atlanta University

Incorporating Japanese Studies into Business Studies: Results of AASCU’s 2006 Japan Studies Institute

Nikki Finley, Clayton State University

Building Students’ Technology Skills to Address Global Health Care Issues

Heather Harvey, Clayton State University

Joyce Sandusky, Clayton State University

Elester Bostick-Latham, Clayton State University

B. Lacy Wilson, Clayton State University

Tanisha Williams, Clayton State University

Multidisciplinary Study Abroad Programs: How to Make Them Work

Robert Goddard, Appalachian State University

Kevin Kennedy, Appalachian State University

Hall (Skip) Beck, Appalachian State University

Exploring the Effects of Instructor Feedback Methods in Asynchronous Discussion Forums

Neil Slough, Milwaukee Area Technical College

Carolyn Mueller, Stetson University

4:20 – 4:30 Break

4:30 - 5:20 Marketing in a Global Economy
Session Chair: Mohamad Sepehri, Jacksonville University

An Assessment of E-Business Pricing Models in Emerging Economies: The Case of India

Ashutosh Dixit, Cleveland State University

Rajshekhar (Raj) Javalgi, Cleveland State University

Edward Gailey, Cleveland State University

Entering a Foreign Market by Targeting an Ethnic Segment: Marketing to Asian-Americans

Jacob Chacko, Clayton State University

The Power of the Chinese Brand: Does it Exist?

Ann Langlois, Palm Beach Atlantic University

Ed Langlois, Palm Beach Atlantic University

Daniel Carroll, Palm Beach Atlantic University

Discussant: Robert Goddard, Appalachian State University

Discussant: Donald Vest, Clark Atlanta University

Discussant: Nikki Finley, Clayton State University

6:00 – 7:00 Student Reception – Best Reviewer and Best Paper Awards
AIB SE 2006 William Ziegler Scholarship Recipient
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Southeast USA Chapter

Annual Meeting
OCTOBER 25 – 27, 2006
Clearwater beach, FL

Friday, October 27, 2006

PLACE Mandalay/Executive Rooms

7:45 – 8:00

Coffee and Pastries

8:00 – 9:20

International Human Resource Issues

Session Chair: Jacob Chacko, Clayton State University

The Missing Link in International Assignments: Instituting Formal Feedback Seeking Behaviors

Kerri Crowne, Widener University

Discussant: Nazly K. Nardi,
Nova Southeastern
University

***Implementation of a Global Employment Company:
Pros and Cons***

Robyn Swinehart, Rockwell Collins Corporation

Discussant: Margaret
Thompson, Clayton State
University

Global Worker Migration: Crisis and Opportunity in the Nursing Profession

Edith C. Busija, University of Memphis

Ivan S. Muslin, University of Memphis

Rong Ma, University of Memphis

Discussant: Kirsten Kim
Loutzenhiser, Barry University

Work-Related Attitudes in Finno-Ugrian countries: Estonia, Finland and Hungary

Ruth Alas, Estonian Business School, Estonia

Vincent Edwards, Buckinghamshire University College, UK

Discussant: John Rushing,
Barry University

Emotional Intelligence: A Comparison of American, French, and German Business Students

Nicholas Farone, Quinnipiac University

Janelle Wolitski, Quinnipiac University

Discussant: Ann Langlois,
Palm Beach Atlantic
University

9:20 - 9:30 Break

9:30 - 10:30

International Finance and Accounting

Session Chair: Peter Heine, Stetson University

Multinational Transfer Pricing: Management Accounting Theory Versus Practice

Laurel Adams, Rollins College

Ralph Drtina, Rollins College

Discussant: Judson Stryker,
Stetson University

Formation and Taxation of Limited Liability Companies in the United States and Selected Countries Internationally

Calvin D. Fink, Bethune-Cookman College

Judson Stryker, Stetson University

Discussant: Neil Slough,
Milwaukee Area Technical
College

Wealth Transfer, Benefit Occupation, and Benefits of Control: Evidence From China

Hongpeng Wu, Dongbei University of Finance and Economy, China

Lu Liu, Dongbei University of Finance and Economy, China

Discussant: Amanda
Bullough, Florida
International University

Which Individual Income Tax Approach Is Prevalent in the World Worldwide Revenue Approach or Territorial Revenue Approach?

Jack Fay, Pittsburg State University

Judson P. Stryker, Stetson University

Discussant: George Nakos,
Clayton State University

10:30 -10:40 Break

10:40 - 12:00

International Entrepreneurship and Economic Development

Session Chair: Bob Goddard, Appalachian State University



Southeast USA Chapter

Annual Meeting
OCTOBER 25 – 27, 2006
Clearwater beach, FL

Do Women Entrepreneurs Effect Economic Growth in Developing Countries?

Amanda Bullough, Florida International University

Discussant: Ashutosh Dixit,
Cleveland State University

International Entrepreneurship: An Exploratory Study of Gender and Culture Differences

Cheryl A. Van Deusen, University of North Florida
Carolyn B. Mueller, Stetson University

Discussant: Edith C. Busija,
University of Memphis

Hollywood Movie Production Industry: Floating Factories

Isaiah Litvak, Florida Atlantic University
Marilyn Litvak

John R. Patton, Florida
Institute of Technology

Korea – U.S. Free Trade Agreement

John R. Patton, Florida Institute of Technology

Discussant: Michael Deis,
Clayton State University

Educative, Technical And Management Development Careers of The Administrators of the Great Commercial Enterprise of the State of Sinaloa (México) in Front of the Challenges of Competitiveness and Globalization

Julián Puga Villarreal, Universidad Autónoma de Sinaloa
María Teresa De La Garza Carranza, Instituto Tecnológico de Celaya

Discussant: Robert
Moussetis, North Central
College

Microlending: Providing Financial Resources to Developing Countries

Ann L. Langlois, Palm Beach Atlantic University
Jennifer Geiger, Palm Beach Atlantic University
Jessica Delmoral, Palm Beach Atlantic University

Discussant: Arul
Thirunavukkarasu, Hiram
College

12:00 - 12:30 Annual AIB-SE Business Meeting

12:30 – 2:00 Poster Session and AIB Luncheon

Neil Slough, Milwaukee Area Technical College

Does the Practice of Diversity Produce Future Employees that will Uphold the Values of Performance, Social Equity or Social Justice?

Kirsten Kim Loutzenhiser, Barry University

Cultural Change: the Effects of Affective Experiences in Offshore Outsourcing Cultural Change: the Effects of Affective Experiences in Offshore Outsourcing

Ivan S. Muslin, University of Memphis
Rong Ma, University of Memphis
Edith C. Busija, University of Memphis

Burton Snowboards: Origins and Spectacular International Growth

Peter Heine, Stetson University

Anthropological Archetypes Confront Leadership Theory: Testing the Linkage between Masculinity/Femininity and Task/Relationship Approaches

Carolyn Mueller, Stetson University
John Rushing, Barry University
Betty Thorne, Stetson University

Political Sources of International Business Risk

Jay van Wyk, Pittsburg State University

Copyrights and the Classroom in the Digital Age

Neil Slough, Milwaukee Area Technical College



What Makes an Effective Negotiator? A Phenomenological look at the Dominican Republic

Nazly K. Nardi, Nova Southeastern University

Motivations and Performance of Small and Medium-Sized Companies Engaged in International Acquisitions

George Nakos, Clayton State University

Robert Moussetis, North Central College

Jokull Johannesson, Liverpool John Moores University

Economic Success Versus Political Power: A Comparison of the Black South African Middle Class and the African American Middle Class

Barry Stephens, College of the Southwest, Hobbs New Mexico

Michael Sithole, College of the Southwest, Hobbs New Mexico

Needs Assessment: Training Men and Women for International Assignments

Margaret Thompson, Clayton State University

The Importance of Economic Growth for Increasing the Standard of Living of a Society

Hurshid Mardonov, Samarakand State University, Uzbekistan

The Relationship Between Ethics - Social Responsibility and Outsourcing

Robert Moussetis, North Central College

Ali Abu-Rahma, Alliant International University

George Nakos, Clayton State University

An American Perspective on the Implications for Business of the Nordic Welfare Model

Sue E. Odom, Clayton State University

Michael Deis, Clayton State University

2:00 – 3:00 International Culture and Political Risk

Session Chair: Sue Odom, Clayton State University

Ukrainian Resistance to the Use of Global Media: A Comparison of the Similarities Between Post-Planning Eastern Orthodox and Islamic Attitudes toward Advertising

Valentin Pashtenko, Clayton State University

Discussant: Ruth Alas,
Estonian Business School,
Estonia

Managerial Team Development Process in Post-Acquisition Integration in Transition Economies

Päivi Käre-Zein, Helsinki School of Economics, Finland

Discussant: Jay van Wyk,
Pittsburg State University

Private Universities as a Contributor to Economic Growth in Developing Countries: The Case of Uganda

Jokull Johannesson, Liverpool John Moores University

George Nakos, Clayton State University

Discussant: Barry Stephens,
College of the Southwest,
Hobbs New Mexico

3:00 - 3:10 Break

3:10-5:00 Panel Discussion:

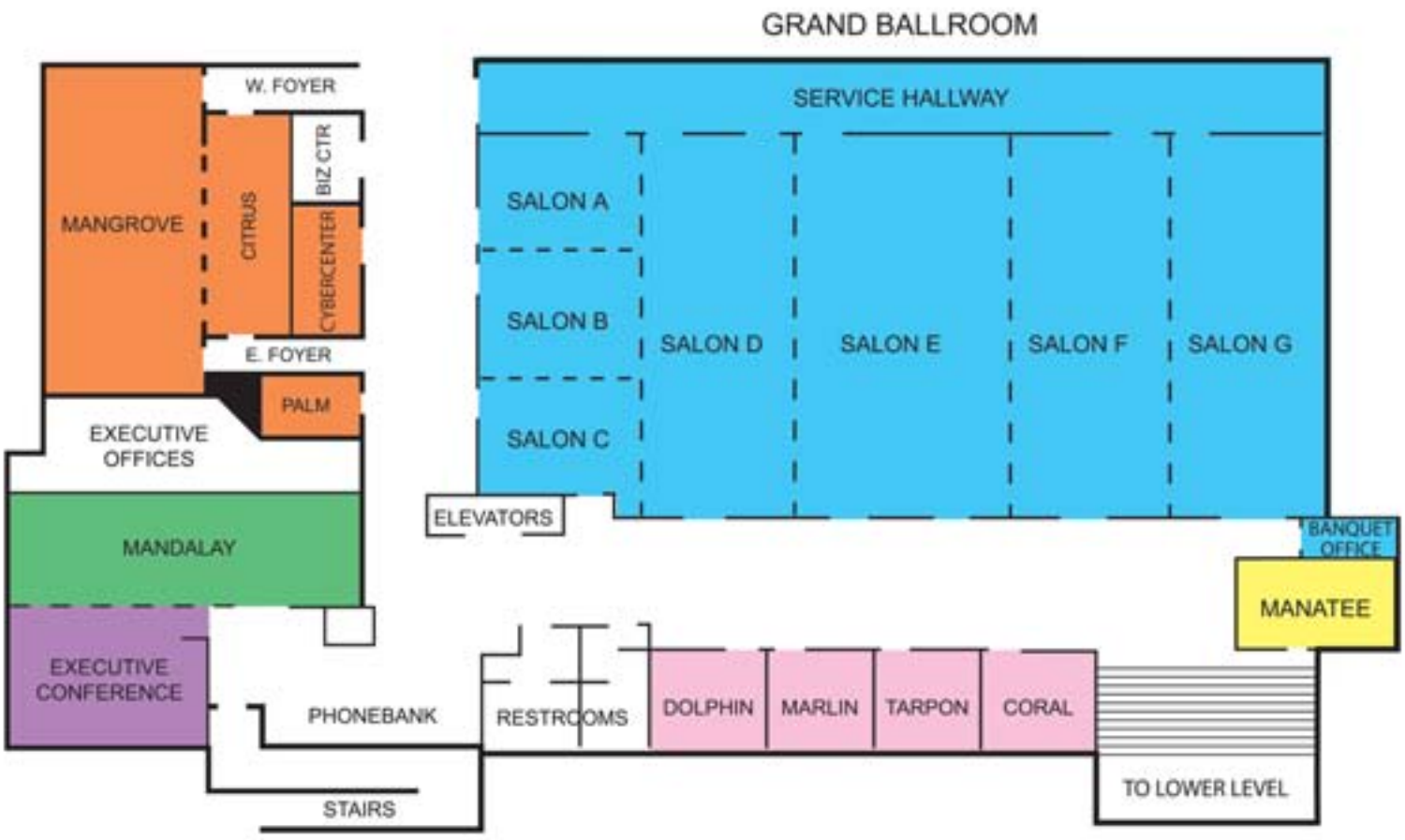
Dialogue on the Emergence of China as a Global power

Session Chair: Carolyn Mueller, Stetson University

5:00 Closing Comments

NOTES

Conference Room Information



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