Peer Reviewed Journal Articles


Abstract: Prior research suggests that leaders' social cynicism can undermine important follower outcomes such as followers' motivation and performance. However, these studies have exclusively focused on leaders' social cynicism and neglected that followers' views on the social world might also influence the leadership process. On the basis of theories of social beliefs and person–supervisor fit, we offer an integrative perspective and predict that it is the congruence between leaders' and followers' social cynicism that shapes leadership dynamics. Data from 116 leader–follower dyads from a broad range of organizations and industries support our model: Polynomial regression and response surface analyses show significant congruence effects of leaders' and followers' social cynicism on followers' extra-role behaviors and followers' proactive work behaviors. These positive effects of congruence on follower outcomes are transmitted by leader–member exchange quality. Finally, congruence effects are stronger when leaders' and followers' social cynicism is low rather than high. Overall, our study suggests that it is the correspondence between leaders' and followers' social cynicism that influences followers' leader–member exchange, extra-role, and proactive behavior. We discuss the theoretical and practical implications of these findings for designing functional leader–follower dyads in organizations.

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Abstract: Despite the clearly visible effects of analysts’ pressures on C-level executives in the popular press, there is limited evidence on their effects on marketing spending decisions. This study asks two questions. First, how do analysts’ pressures affect firms’ short-term marketing spending decisions? Based on a sample of 2706 firms during 1987–2009 compiled from Institutional Brokers Earning System, COMPSTAT, and CRSP databases we find that firms cut marketing spending. Second, more importantly, we ask if firms which remained more committed in the past to marketing spending under past periods of analysts’ pressures have higher longer-term stock market performance. We find that the stock market performance of firms more committed to marketing spending under past periods of analysts’ pressures is higher. The findings are replicated for R&D spending and are robust across measures, controls, and methodologies. Consideration of two industry-based moderators, R&D spending and revenue growth, and one firm-based moderator, whether the firm is among the industry’s top four market share or other lower share firms, reveals that the findings are stronger for high R&D and growth industries and lower market share firms. One key implication is that top executives respond to analysts’ pressures by cutting marketing spending in the short term; however, if they can resist these pressures, longer-term stock market performance is higher.

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He, Xianjie, Pittman, Jeffrey, Rui, Oliver M. and Wu, Donghui. forthcoming. "Do social ties between external auditors and audit
committee members affect audit quality". The Accounting Review. (FT50).

Abstract: We examine whether social ties between engagement auditors and audit committee members shape audit outcomes. Although these social ties can facilitate information transfer and help auditors alleviate management pressure to waive correction of detected misstatements, cozy interpersonal relations can undermine auditors’ monitoring of the financial reporting process. We measure social ties by alma mater connections, professor-student bonding, and employment affiliation and audit quality by the propensity to render modified audit opinions, financial reporting irregularities, and firm valuation. Our evidence implies that social ties between engagement auditors and audit committee members impair audit quality. In additional results consistent with expectations, we generally find that this relation is concentrated where social ties are more salient, or firm governance is relatively poor and agency conflicts are more severe. Implying reciprocity stemming from social networks, we also report some suggestive evidence that audit fees are higher in the presence of social ties between an engagement auditor and the audit committee. Collectively, our analysis lends support to the narrative that the negative implications of social ties can be mitigated by higher audit quality and higher audit fees. Of these social ties may outweigh the benefits.

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Abstract: Turnover intentions are important attitudes that constitute the most proximal indicator of actual turnover behavior. Despite the multitude of studies examining the antecedents of intentions to leave, conflicting empirical results are quite common. We argue and demonstrate that conflicting results could be on account of uncertainty in model specification. Addressing this controversy, we used a sample of Indian call-center employees to provide evidence of the relative validity of various predictors independent of model uncertainty. In doing so, we demonstrated the advantages of using Bayesian modeling techniques when compared to traditional regression-based methods. Our model-averaged results suggest that perceived organizational support and job satisfaction are the most robust predictors of intentions to leave. Our results also indicate that Bayesian methods are likely to be fairly effective in tackling an often-understudied problem of model uncertainty and their implications for research in human resource management.

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Abstract: This study examines the role of international institutional complexity, which is defined as the scope and multiplicity of institutional dimensions across foreign markets, on emerging market multinational companies’ innovation performance. We propose that the international institutional complexity provides learning opportunities for EMNCs’ innovation performance but also incurs higher management costs to handle information overload from overextended internationalization. We further propose that the host exposure and the heterogeneity of an EMNC’s top management team (TMT) moderate the main effect of international institutional complexity on EMNC innovation. The empirical testing utilizes a longitudinal panel data of 7,072 foreign expansion steps by 767 Chinese firms between 2001 and 2010, offering strong support for the proposed hypotheses.

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Abstract: Improvements in trade along the in the six BRI corridors will be supported by advances in “hard” infrastructure, complemented by “soft” infrastructure such as facilitation efforts including border administration. Using a gravity model, the analysis shows that higher volumes of trade in goods and services will occur under different scenarios. The econometric findings show the importance of soft infrastructure in enhancing export performance. Improvements in the efficiency of border administration have the largest positive impact on exports. A 1% increase in the efficiency of border administration can increase exports by 1.5%. Similarly, a 1% increase in transport infrastructure efficiency can increase exports by 0.7%. In other words, trade facilitation measures and the development of soft infrastructure are key to trade development along all BRI corridors. Potential trade gains from improvements in trade facilitation and other trade enablers vary from corridor to corridor and from country to country. The analysis suggests that trade gains from incremental trade facilitation improvements would be highest for the China-Mongolia-Russia (CMR), the China-Pakistan (CP) and the China-Indochina peninsula (ICP) corridors, in that order. Furthermore, the study shows trade benefits along corridors can be maximized by adopting an integrated and multi-sectoral approach to corridor development. The ICP and CAWA corridors will benefit more from projects combining trade facilitation and transport infrastructure development. These trade benefits can be maximized by balancing a mix of trade facilitation measures with ICT, transport and energy infrastructure development. The greatest returns are derived from corridors that allow for multi-sectoral interventions that combine different types of linear infrastructure. For example, developing a railway, an oil pipeline, a fiber optic cable, electric power transmission lines, or a highway along the same right-of-way offer cost and time savings. By concentrating projects in transport, ICT and trade in a single corridor, the BRI can increase total economic
benefits while reducing marginal costs.

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Schuh, S. C., Zheng, X., Xin, K. R., & Fernandez, J. A. forthcoming. "The interpersonal benefits of leader mindfulness: A serial mediation model linking leader mindfulness, leader procedural justice enactment, and employee exhaustion and performance. Human Resource Management (FT50). Abstract: Although it is an increasingly popular assumption that leader mindfulness may positively affect leader behaviors and, in turn, employee outcomes, to date, little empirical evidence supports this view. Against this backdrop, the present research seeks to develop and test a serial mediation model of leader mindfulness. Specifically, we propose that leader mindfulness enhances employee behavior prior to supervisor ratings of employee performance by increased leader procedural justice enactment and, subsequently, reduced employees' emotional exhaustion. We conducted three studies to test this model. Study 1 involved employees from a wide range of organizations in the United States (N = 275 employees). Study 2 used a sample of leaders and employees from China and measured our model variables at three different points in time (N = 182 employees and 54 leaders). Both studies provide consistent support for our hypotheses. Finally, Study 3 involved a lab experiment in which 62 senior executives were assigned to either a mindfulness induction or a control condition. Again, results revealed a significant and positive link between leader mindfulness and leader procedural justice enactment. In sum, these findings expand our understanding of mindfulness to the domain of leadership, a key area of organizational research. Moreover, they complement prior studies by showing that mindfulness dynamics go beyond intrapersonal effects but also influence the attitudes and behaviors of others. We discuss our findings in light of their contributions to the mindfulness, ethics, and domain of leadership, a key area of organizational research.

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Abstract: Organizations increasingly depend on employee efforts to innovate. However, the quality of relationships between leaders and employees may affect the recognition that employees receive for their innovative work behaviors. Drawing from a social cognition perspective, we tested a model in which leader-member exchange (LMX) moderates the impact of employee innovative work behaviors on supervisory ratings of employee performance. Results from two multi-source studies combining self, colleague, and supervisor ratings consistently showed that employees receive more favorable performance ratings by engaging in innovative work behavior when they have high quality LMX relationships. Moreover, we found that this interactive relationship was mediated by leader perceptions of innovative employee efforts, providing support for a moderated mediation model. Implications for the literatures on performance appraisal, LMX, and innovation are discussed.

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Trade Journal Articles


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Awards & Honors

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News: www.emeraldgrouppublishing.com/authors/literati/awards.htm?year=2017

News: www.emeraldgrouppublishing.com/authors/literati/awards.htm?year=2017

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Abstract: Purpose – The purpose of this paper is to explore the properties of platform service innovation and its relationship to value co-creation activities and the network effect. This is done over the course of a platform’s evolution through three stages: emergence, expansion and maturity.

Design/methodology/approach – Based on grounded theory, this study adopts a multiple case study research design. An in-depth analysis of the case data is done using ATLAS.Ti software.

Findings – At the emergence stage, platform service innovations focus on building infrastructure. Platform owners stimulate the network effect directly via platform service innovations, rather than indirectly via value co-creation activities. At the expansion stage, the platform service innovations focus on building relationships among platform owner and different sides of participants. Platform owners stimulate the network effect indirectly, via value co-creation activities, rather than directly via platform service innovations. At the maturity stage, platform service innovations focus on building an environment for the platform ecosystem. Platform owners stimulate the network effect indirectly, via value co-creation activities rather than directly.

Originality/value – This research contributes to the service innovation literature by exploring the properties of platform service innovation and its relationship to value co-creation activities and the network effect from a longitudinal perspective. The principal managerial implication is that platform managers need to consider the developmental stage of the platform, as a mismatching of stage of development (emergence/expansion/maturity) and focus (an orientation toward building infrastructure, relationships or environment) may lead to a failure to stimulate or enhance the network effect.

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